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ARLINGTON

MASSACHUSETTS



ANNUAL REPORT

2003

*Cover photograph of Symmes Hospital provided courtesy of Scott Schilt,
Vanasse Hangen Brustlin, Inc. (VHB)*



Town of Arlington
Massachusetts

2003 Annual Report

Board of Selectmen

Kevin F. Greeley, Chairman
Diane M. Mahon, Vice Chairman
Kathleen Kiely Dias
John W. Hurd
Charles Lyons

Town Manager

Nancy T. Galkowski

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CREDITS / ACKNOWLEDGEMENTS

The following people have contributed to the production of this report: *Editing and Typesetting:* Nancy T. Galkowski. **Cover photograph Symmes Hospital Property 2003.** *Cover Design and Printing:* Eagle Graphics, Inc.. Thanks to all Department Heads, and Chairpersons of all Boards, Committees, and Commissions for their reports. Special thanks to Gloria Turkall. *Published:* April 2004

BOARD OF SELECTMEN

The Arlington Board of Selectmen is pleased to submit to the residents of Arlington our Annual Report for 2003. The Arlington Board of Selectmen is composed of five elected individuals who are entrusted with the responsibility to set policy and oversee the management of the municipal functions of local government.

The current members of the Board of Selectmen are: Kevin F. Greeley, Chairman, Diane M. Mahon, Vice-Chairman, Kathleen Kiely Dias, John W. Hurd, and Charles Lyons.

Mr. Charles Lyons named National League of Cities President

The Board of Selectmen is honor this year that Charles Lyons became the President of the National League of Cities. The National League of Cities, established in 1924, represents 40 state municipal leagues and over 1,700 cities and towns across the country. As stated by the organization:

The NLC serves as an advocate for its members in Washington in the legislative, administrative and judicial processes that affect them; develops and pursues a national urban policy to meet the present and future needs of our nation's cities and people who live in them; offers training, technical assistance, and information to municipal officials to help them improve the quality of local government in our urban nation; and under takes research and analysis on policy issues of importance to the nation's cities and towns.

Mr. Lyons is the first Selectman to ever serve in that capacity and brings a tremendous amount of prestige to the Arlington Board of Selectmen and Town of Arlington. We wish him well in his tenure as president.

Financial Overview

The Town continued to experience significant budget shortfalls in 2003. The federal and state economies have shown no improvement and declining tax revenues caused the Legislature to reduce state aid to municipalities throughout the Commonwealth. Arlington's local aid was cut once again in Fiscal Year 2003 and in Fiscal Year 2004. Local aid went from \$18 million in FY 2002 to \$15 million in FY 2004, a loss of over \$3 million.

The town projected a deficit of approximately \$8 million at the beginning of 2003. The Board of Selectmen voted to ask the taxpayers to approve an override of one half of this deficit while the Town and School were asked to reduce services by an equal



Board of Selectmen

Seated (l to r): Vice Chairman, Diane Mahon; Chairman, Kevin F. Greeley. Kathleen Kiely Dias. Standing (l to r): Charles Lyons and John W. Hurd

amount. In June the voters defeated an override for \$4 million. Eventually, through the tightening of budgets the deficit was reduced to approximately \$7 million. Unfortunately the failure of the override vote in June caused both the Town and school to reduce services. Working with the Town Manager, the Board went into Town Meeting recommending significant cuts to the police, fire, public works, library, elderly, and youth service departments. Revenue raising measures, such as increased user fees and fines, were implemented as partial solutions to the fiscal situation. The Board formed a number of sub-committees to evaluate and to make recommendations on reducing the costs of some of our "budget busters", including insurance costs, pension obligations, and out of district special education placements. Some of these initiatives, such as selling parking spaces in our municipal lots overnight, provide alternative approaches that enabled the Board to maintain services for our citizens and employees.

These cuts in state aid when coupled with significant increases in employee health insurance and out of district special education costs have caused the Board to rethink how services are currently provided and to seriously consider eliminating some town services and postponing building projects until the economy improves. To that end the Board of Selectmen held several successful retreats with a facilitator to help the Board focus on Town priorities.

EXECUTIVE SERVICES

Transportation Advisory Committee

The Transportation Advisory Committee to the Board of Selectmen has provided significant research and recommendations to assist the Board in addressing one of the more negative aspects facing our community: traffic and congestion. The Transportation Advisory Board in conjunction with other town departments has used local expertise to develop solutions to make our neighborhoods safer places to work, live, and drive. They have managed to leverage small amounts of consulting money to produce incremental improvements for specific neighborhood traffic issues. The Board values their initiative and diligence and wishes to make special note of their efforts and accomplishments.

The Board would like to acknowledge the dedication and work of the citizens on all of the Town's boards and commissions. These citizens provide the Town with invaluable service, input, and expertise as the community strives to maintain and improve the quality of life in Arlington.

Employee of the Year

Annually the Arlington Chamber of Commerce nominates an employee of the Town who, through their work, has proved to be a valuable asset to the Community. The Board of Selectmen was honored that Marie Krepelka, Board Administrator was chosen this year as Employee of the Year. The Board feels that Marie is indeed an asset to the community and to the operations of the Board of Selectmen and Town.

Town Manager Search

One of the most important roles the Board of Selectmen has is to hire a professional Town Manager. Once again the Board was faced with this important task. The Board appointed a five-member committee, each chosen by a member of the Board of Selectmen to work with the consultant and screen candidates for the new Town Manager. The Board interviewed five individuals selected by the Committee in Executive Session and, after narrowing the field to three candidates, whom were interviewed in Open Public Session, unanimously voted to offer the position to Mr. Brian F. Sullivan. Mr. Sullivan is the current Town Manager in Winchester and brings with him 29 years of municipal management experience. Mr. Sullivan will assume the position of Arlington Town Manager in January 2004. The Board looks forward to working with Mr. Sullivan.

The Board saw the retirement of a long-time and valued member of the management team during 2003 – Mr. Alan McClennen, Jr. Planning and Community Development Director. In recognition of his contributions the Board renamed the Reeds Brook site to McClennen Park. The park is undergoing construction in 2004 and will provide a baseball field, soccer fields and open space for the use and

enjoyment of all citizens. It was largely through the efforts and foresight of Mr. McClennen that the town was able to see the fruition of this project.

The Board wishes to thank Nancy T. Galkowski for assuming the position of Acting Town Manager during 2003.

TOWN MANAGER

It gives me a great deal of pleasure to present the 2003 Annual Town Report to the citizens of the Town of Arlington. The Town Report is a record of what occurred during the calendar year 2003. Please take the opportunity to review the reports of the various departments. They offer considerable information on the wealth of services offered through the town's departments.

Financial Overview

The year 2003 started out with a very bleak financial outlook. In January, the newly elected governor, Mitt Romney, cut state aid to cities and towns through his powers under section 9C. The Town of Arlington's Fiscal Year 2003 budget was further reduced by \$915,000. This occurred in the middle of the fiscal year causing little time to make up the shortfall. The Town and School had, however, begun the process of reductions in the Fall of 2002. The Town had a hiring freeze and the School department, which could not change classroom instruction in the middle of the year, froze all unnecessary spending. Further budget cuts were not needed as the school committed to turn back \$250,000 and the Town committed to turn back the difference of over \$700,000 through reduction in spending. State aid had been reduced by \$1.4 million in Fiscal Year 2003. Fiscal Year 2004, which started on July 1, 2003, saw an astounding additional loss of \$1.9 million in State aid. ***In the course of a two-year period the Town saw a reduction in it's State aid of \$3.3 million.*** This coupled with local receipt levels being predicted as flat and increasing fixed costs to operate the Town indicated a substantial systemic fiscal problem. Without a drastic change in the economy it is predicted that the Town could be faced with shrinkage of services for several years to come. The deficit in January was approximately \$8 million. This dramatic deficit was due to several factors including: increased costs in some of the fixed programs (such as health insurance and pensions), a reduction in investment incomes and other revenue streams as a consequence of the economy, and the loss of state aid due to State budgetary deficits. These factors, when coupled with the increasing demand for services, have caused considerable constraint on the Town of Arlington's budget.

Given the stagnant economic climate, the Board of Selectmen felt that the Town and School

services should be reduced by half of the deficit and the other half would be requested through an override. The Board of Selectmen, working with the School Committee voted to place an override in the amount of \$4 million on the ballot for June 2004. Of this amount, the School Department would get \$3 million and the town would get \$1 million. Unfortunately this override failed.

Services in 2004 have been drastically reduced in all departments. On the Town side, the hardest hit were the Library, Council on Aging, Public Works, Police and Fire Departments. Most departments were faced with a reduction in staff and/or expenses.

While the loss of State Aid and its impact on the budget has been devastating to the town, I would like to highlight several other areas which have a significant impact upon our budget: the cost of health insurance, pensions, and solid waste collection and disposal.

Health Insurance

The dramatic increase in the Town's health insurance is due to several factors; in particular medical inflation and the number of enrollees within our plans. Medical inflation is running in the double digits in the United States and considerably higher in the Boston Metropolitan area. The constantly increasing cost of prescription drugs and new treatments, which allow people to live longer, are the major factors contributing to this skyrocketing inflation. The downturn in the economy has caused employees whose spouses have either been laid off from work or have had their health benefits changed to enroll in the town's plans; causing our enrollment to increase. Health insurance has been increasing at double-digit rates for the past several years and is anticipated to do so into the future. Efforts to reduce these increases are ongoing and currently the Town Manager's Office is working with the employees to bring about changes in the cost of health insurance through the collective bargaining process.

Pension

The Town of Arlington offers a contributory retirement system with a defined benefit schedule. Employees contribute a portion of their salary toward their pension and the Town is required to pay a fixed benefit upon their retirement. Pension contributions are invested so as to fully fund the employee's benefits upon retirement. The State requires each contributory retirement system in the Commonwealth to fully fund any unfunded liability by the year 2028.

The Town of Arlington was well on its way to accomplishing this requirement prior to this scheduled date. However, investment assumptions made and reductions in investment earnings have dramatically altered the financial outlook. This means that the



Nancy T. Galkowski,

Acting Town Manager

amount of outstanding unfunded liability has increased. In order to comply with State law the Town must increase the amount of the appropriation over the next several years. Working with the Arlington contributory Retirement Board, the pension schedule was revised so as to provide less of an impact in the Fiscal Year 2004 budget, only increasing by \$700,000. This required the Board to extend the funding schedule until 2024.

Solid Waste

The cost of disposing our solid waste at the NESWC facility is another major financial concern that the town has struggled with over the years. The NESWC Committee (North East Solid Waste Committee) is a group of twenty-three communities that jointly built and financed the construction of a Solid Waste facility in North Andover (WNA) to dispose of our trash. The contract is due to expire in 2005. The Communities have an obligation to negotiate in good faith with WNA to dispose of any future trash at the facility. The Town Manager's office worked diligently with these communities and the Committee to negotiate revised contracts that will benefit the Town of Arlington. At the Annual Town Meeting in the Spring a new contract was presented and approved by the Town Meeting. The contract was a major improvement from the existing contract. The new solid waste disposal contract is directly between the town of Arlington and WNA. It is a five year contract which has a fixed cost per ton and no annual tonnage guarantee. This will drop the tip fee from \$140 per ton, with a guaranteed annual tonnage of 24,065, to \$64 per ton in the first year. This alone is a savings to the town of \$1.8 million. Coupled with a reduction of the amount of trash that the town now generates this is a substantial savings. Although there is a slight increase in cost per ton each year, the town is now assured of a stable cost until the year 2010.

EXECUTIVE SERVICES

Symmes Hospital Property

In 2001 the Town purchased the Symmes Hospital buildings and 18 acres associated with the property through a debt exclusion in the amount of \$14 million, \$7.1 for the acquisition and the remaining for the operation of the site. Over the course of the next two years a dedicated and hard working advisory committee met with numerous stakeholders to develop a plan of action for the development of the site. The result to date has been the acceptance of an Urban Renewal plan by the Town Meeting and the development of an RFP to solicit proposals for development. The goal was to provide a medical/office space presence, affordable housing and open space preservation. The committee did a remarkable job of accomplishing this while maintaining a neutral revenue picture.

Street Lighting

Two years ago the town of Arlington purchased the street lights from NSTAR at no cost to the Town. Since that time we have been working with the Sustainable Arlington Group to present a plan for the replacement of the streetlights with a more economic light fixture. In 2003 the Board of Selectmen approved the recommendation of the Town Manager to replace the existing mercury vapor street lights with high pressure sodium light fixtures. The replacement project will also install fixtures so that the light is cast downward and will not shine up into the sky. This could save the town over \$100,000 in energy costs per year. The cost of replacement will be subsidized by energy conservation grants from NSTAR. It is anticipated that the payback on the project will be less than 1 year.

Permanent Town Building Committee

The Permanent Town Building Committee, of which the Town Manager is a member, worked with several architects to design 4 municipal buildings this year. The committee hired the firm of Carell Group Inc. to design the Park Circle Fire Station. The firm of Design Partnership of Cambridge, inc. designed two of the remaining elementary schools, Thompson and Stratton, and DRA Architects, the architectural firm that designed the Peirce School, drafted the final documents for the Dallin School replacement. The committee additionally worked on the final checklists for the Peirce School and Hardy School projects.

Early Retirement Program

The Board of Selectmen adopted an early retirement program in November 2003. The goal of any early retirement program is to reduce the number and cost of employees. However, due to the severe

reduction in personnel in Fiscal Year 2004 the Board limited the early retirement program to two people. The early retirement program saw the loss of two employees in the Public Works Department.

Personnel Changes

The Town saw the retirement of a long-time department head during 2003. Mr. Alan McClennen, Jr., Director, Planning and Community Development, retired in July after admirably serving the town for 29 years. The impact Mr. McClennen had on shaping this community can be seen in every section of town. He was instrumental in developing the existing Zoning By-laws, the creation of the Donald R. Marquis/Minuteman Bikeway, the Reed's Brook renovations, the Symmes Hospital project, the Massachusetts/Pleasant Street reconfiguration, the Arlington Heights project, the moving and development of the Jefferson Cutter House as a focal point in the center of town, among many other projects too many to name here. Many of the activities he participated in are recalled in the annual reports presented in this report. We wish him well in his retirement.

Two new department heads joined our ranks during 2003. The new Director of Planning and Community Development, Kevin O'Brien, has been the Assistant Director for the past 18 years. He brings remarkable experience and energy to the position.

Mr. John Sanchez replaced Richard Bento as the Director of Public Works. Mr. Sanchez joined the Town in April 2003 and brings with him over 14 years in public works experience, the most recent as Director of Public Works in the Town of Billerica.

The year 2003 was once again one of personnel changes in the Town Manager's Office. The town created a new position entitled, Purchasing Officer, to replace the position of Assistant Town Manager/ Purchasing Agent. Mr. Dominic Lanzillotti was hired for the position. He brings with him 14 years of purchasing experience from the City of Worcester. The Purchasing Assistant position was vacated during the year and reduced to a part-time position. As of the date of this writing the position remains vacant.

The Town also welcomed the naming of a new Town Manager in December. Mr. Brian Sullivan will assume the duties of the Town Manager in January 2004. Mr. Sullivan has over 29 years of municipal government experience and most recently served as the Town Manager in the neighboring community of Winchester.

I would like to take this opportunity to thank the Town's many employees for their time and service to the Town of Arlington. I look forward to working with each of them during the next year.

SYMMES ADVISORY COMMITTEE

Arlington Board of Selectmen's Mandate for Development

The Board of Selectmen in their Official Policy Statement regarding a debt exclusion vote to acquire the Symmes property set forth a series of commitments related to the overall goal of the Town to control development on the site. The mandate was developed to ensure that redevelopment of the site would benefit the entire Town. The goals were intended to provide a framework for the Town's long-term needs and planning objectives. The five commitments of the Board can be summarized as follows:

- To ensure a mixed-use redevelopment with affordable housing
- To ensure that redevelopment is at least self-supporting
- To maintain the proportion of open space on the site
- To promote expanded health care services
- To ensure an open planning process

Symmes Advisory Committee: Process and Findings

Process

The Symmes Advisory Committee (SAC) was created by Town Meeting to assist the Board of Selectmen and the Arlington Redevelopment Board in determining the appropriate uses for the site and to report its recommendations to Town Meeting. The SAC is composed of 13 individuals representing various boards, committees and interest groups in Arlington. The SAC organized a series of Working Groups to explore options for various types of land uses on the site and to assist it in its work. The four use-related Working Groups are Public Use, Medical Use, Residential Use and Commercial Use, and include membership from the SAC, residents of the surrounding neighborhoods, and other interested citizens. Other Working Groups were formed to evaluate the financial viability of proposed redevelopment plans, and to coordinate community outreach and communications of SAC activities.

In June, 2002, the SAC hired a consultant team headed up by Vanasse Hangen Brustlin, Inc. (VHB) to provide professional planning, design and engineering services to the Town. The VHB team conducted a year-long detailed site assessments related to buildings, environmental conditions, open space, utilities/infrastructure, traffic, and urban design issues; conducted a comprehensive market study of the residential, commercial and health care market

from a local and regional perspective; and developed and tested a series of alternative reuse scenarios from both a financial and physical impact perspective.

The SAC with the assistance of VHB engaged the community at many levels with extensive outreach efforts to gather, analyze and disseminate information about the project. With the involvement of scores of volunteers, each of the Use Working Groups investigated various proposals, desires and constraints and developed priorities for consideration.

Through this process the SAC gathered information about the site, market conditions, and our community's needs and desires. Our objective was to determine a realistic range of possibilities in which the constraints, aspirations and potential of these factors can be made to coincide. The Committee developed a range of prototype redevelopment alternatives by exploring the tradeoffs among types and intensity of development, and repeatedly evaluating and refining those alternatives. It then tested them against financial constraints; tested them for their capacity to address community needs; and tested them against the mandate of the Selectmen.

From this process have emerged three conceptual alternatives that illustrate a range of possibilities, each of which is financially viable. These are not designs of what will be, but scenarios that have allowed Arlington to learn about community impact and costs of redevelopment, while pushing to determine the lowest feasible intensity of development that can be expected to accomplish major goals.

The primary outcome of the SAC process is the articulation of redevelopment parameters for the site. A realistic set of controls and restrictions can harness the creativity of the development community to our benefit, by defining the Town's requirements and engaging developers in competition to propose solutions that fit those requirements.

Summary of Findings

With respect to the Board of Selectmen's objectives, the Committee's findings are summarized as follows:

Mixed Use Development

The strongest market in Arlington is for residential development and the site can support a mix of affordable, market rate, luxury and senior housing units. The characteristics of the site, including its views, ready access to Massachusetts Avenue, and the nature of the surrounding neighborhoods, enhance the site's appeal for residential use. A 30% affordable housing component is a valid and realizable goal; half of that number can be achieved without external funding, and the remainder will require creative and cooperative use of available subsidies. The current market for

commercial development is depressed, and the site itself is less than optimal for intensive commercial use. Commercial use also generates the greatest traffic and parking impacts, making it difficult to achieve financial balance without high environmental costs. The current medical and health care services provided by Lahey and Healthsouth should be accommodated. Market research indicates that any additional health care services at Symmes should be focused on preventive care and wellness.

Financially Self-Supporting

A comprehensive financial model was developed to gauge the feasibility of various levels, types and approaches to development and their effect on Town finances. The model shows that the clearest and lowest-risk path to achieve a self-supporting project is a "hand-off" model in which the Town sells or ground-leases the property under tight controls on its use and reuse. The model further demonstrates that to be self-supporting, total development in the range of 400,000 SF will be necessary. Reuse of some or all of the buildings on the site remains an option, and is a decision that should be driven solely by the resulting economics for the benefit of the Town.

Open Space Preservation

Fifty percent of the site can be protected as public open space to maintain habitat, to provide buffering and for passive public use, with improvements to provide a prominent area for community interaction. This is compatible with development on the scale necessary to be financially viable. The community planning process also identified other desirable public uses for the site and determined that some public amenities may be synergistic with health care services and can be accommodated in concert with them.

Expanded Health Care Services

As health care and health insurance costs continue to rise dramatically, health care delivery systems are in crisis and consolidation of providers continues to increase. Acute care hospital-based medical services, including emergency services, are not feasible now or in the foreseeable future at the Symmes site. An independent consultant's analysis has determined that Arlington's decreasing population is well served by local doctors and nearby hospitals. Expanded health care services at the site should focus on preventive care and wellness. The site can maintain the existing level of health services; additional medical services, including a wellness and fitness component, should be promoted within a mixed-use development.

Planning Process

The planning process for the Symmes project entailed extensive community outreach that included a town-wide survey, Vision 2020 data, over 100 meetings of SAC, its volunteer Working Groups and the ARB, four public workshops attended by over 600 attendees, a developers roundtable to solicit input from private developers, reports to town meeting, and implementation of an interactive project website to communicate information about the project. The process has resulted in the development of a series of parameters to govern future development. It has been especially important in highlighting the need to respect, relate to and minimize impacts on the surrounding residential neighborhoods, and to ensure environmentally responsible and sensitive development. The SAC recommended that an open, transparent and inclusive planning process continue to be supported through disposition and project execution.

Launching the Redevelopment and Reuse Phase

In the spring and summer of 2003, the Arlington Redevelopment Board (ARB), the formal owner of the Symmes property, initiated a developer recruiting and selection process based largely on the findings of the Symmes Advisory Committee. Through a period of requests for information and evaluations the ARB winnowed a field of over 30 potential developers to a short-list of four firms who submitted extensive competitive proposals for the development of the site. In January and February of 2004, after a series of public developer presentations, presentations by the SAC, public hearings and formal debate, the ARB selected E.A. Fish Company team as the site developer. An intensive series of negotiations regarding environmental impact, special permit review and other issues that will regulate and control the development process are underway. As envisioned by the Board of Selectmen, the Symmes site is moving towards a new era as a sensitive, balanced mixed-use development in the heart of Arlington.

PERSONNEL DEPARTMENT

The Personnel Department serves all of the employees of the Town that are appointed by the Board of Selectmen, the Town Manager, the Comptroller, the Town Treasurer, the Town Clerk, and the Board of Assessors. The purpose of the department is to administer the Town's compensation and benefits programs. Additionally, the department deals with a wide variety of issues relative to quality of life in the workplace and seeks to improve the effectiveness of town services by recruiting the best employees and reviewing and improving the departments' organizational structure.

The department handled personnel transactions relating to seventy positions. This includes retirements, resignations, promotions, vacancy postings and advertisements, interviewing, selection, and enrollment of new employees. The Town headed into fiscal year 2004 with over 40 vacancies as a result of the hiring freeze imposed in the fall of 2002. In the summer the hiring freeze was lifted and a number of long-term vacancies were filled. The Town had nineteen new hires and 3 promotions in the year 2003.

The Personnel Department had an active year in 2003. In the late winter, the department was honored to host a diversity training session for all town department heads. The meeting was facilitated by Visions Corporation of Arlington and was very well received by the participants.

In April, the department came into compliance with the newly implemented Health Insurance Portability and Accountability Act (HIPAA). This involved notifying all of our health insurance enrollees of the new standards by which we handle their protected health information. We continue to work with other town departments handling protected health insurance information to ensure compliance to the law.

Also in the spring, the department was intimately involved in the layoff of a number of employees. The department assisted in the implementation of 25 layoffs: eleven full time positions, 7 part time positions and 7 reductions in hours. This required extensive research and coordination with the Human Resources Division in Boston as well as coordination with Town unions.

In the late summer the Selectmen formed an advisory committee to assist them with the Town Manager Search. The Director of the department served as an ex-officio member of the committee. The search was very involved and came to a close in late December. Also late in the year, the department was heavily involved in the implementation of the new health insurance contribution rates for m-schedule and non-union employees. The department is charged with the maintenance of the town's health

insurance rolls and the monitoring of the health insurance trust fund.

In 2004 the Department of Personnel will continue to make every effort to be supportive to the administration and employees of the Town during these very financially difficult years. The Department will search for ways to improve the morale and health of our employees without adding a financial burden to the town. We will also continue to audit our policies and practices to ensure compliance to various collective bargaining agreements and the myriad of employments laws.

Affirmative Action

The Town of Arlington has established the following mission statement relative to Affirmative Action:

"The Town of Arlington recognizes its legal obligation and moral responsibility to provide Equal Employment Opportunity to its employees and potential employees. The Affirmative Action Advisory Committee, a volunteer committee appointed by the Town Manager, is committed to the Affirmative Action program to prevent discriminatory employment practices. The Committee assists the Town in implementing its Affirmative Action Plan which creates the mechanism and sets the standards by which Equal Opportunity and Affirmative Action will be assured."

The Affirmative Action Advisory Committee (AAAC) meets monthly on the second Wednesday, throughout the year, in the Town Hall Annex. The committee meetings are open to the public and public attendance is encouraged. The committee began 2003 with two vacancies; members Patricia A. O'Donoghue and Jeannine Rice-Oppedisano were appointed to fill those vacancies. Both members have excellent skills and qualifications and the committee is grateful for their interest in serving.

Throughout 2003, the committee reviewed monthly reports from the Director of Personnel/Affirmative Action Officer regarding employment opportunities for the Town. The principal focus of the Committee is to ensure that people of all races and ethnic backgrounds are given equal opportunity to apply for and receive positions of employment here in Arlington. The committee continues to try to increase the number of minority and female applicants for positions of employment by communicating with the population at large through posting Town positions in publications that serve different minority communities in the area. The committee was pleased that the town was able to secure its first minority department head when Public

CENTRAL MANAGEMENT SERVICES

Works Director John Sanchez was appointed in the spring. The Committee was also pleased that all town department heads participated in Diversity Sensitivity Training in the spring of 2003.

This year was a difficult one for all town departments in that attrition, downsizing, and tightening its employment belt was more the order of the day than hiring. At the start of fiscal year 2004 some long-term vacancies were filled and the committee monitored the process. Still, the committee continues to brainstorm creative outreach ideas and readily welcomes input from any party who may want to contribute.

The committee closely monitors minority and female participation in all construction projects of over two hundred thousand dollars. Communicating with the general contractor at the beginning of such projects is essential. This year, the committee monitored the completion of the Peirce School project. There were discussions with, and correspondence to, the general contractor working on the Reed's Brook project. The committee's goal is to ensure that the general contractor and all sub-contractors are making a good faith effort to be in compliance with minority participation goals of the State and Town. Future projects include Water Rehabilitation and Town Hall Gardens.

In 2003 Governor Romney proposed the elimination of the State Office of Affirmative Action. The Committee will continue to closely monitor activity at the state level relative to changes to the Commonwealth's Affirmative Action Guidelines. The Committee looks forward to working on many projects in 2004 including the review and update of the Town's Affirmative Action Plan.

Any person interested in this issue of Affirmative Action and Equal Opportunity Employment is encouraged to contact the Affirmative Action Officer at 781-316-3121 or email cmalloy@town.arlington.ma.us.

LEGAL DEPARTMENT

The primary objective of this department continues to be to advise all Town boards and officials about their legal responsibilities and prerogatives as well as representing the Town, its agencies and officers both in courts of various jurisdiction as well as before state administrative agencies such as the Civil Service Commission, the Labor Relations Commission, the Massachusetts Commission Against Discrimination and the Department of Industrial Accidents. Additional duties include the drafting of warrant articles and votes at Town Meeting time for both Town officials and citizens of the Town.

As a corporation, the Town is constantly involved in contractual and other legal arrangements with public and private agencies in the purchase of properties and materials, the rendering of services and awarding of grants. The Town Counsel prepares many applications, contracts, leases, deeds and other legal instruments concerning these matters.

The Town Counsel as Director of Labor Relations represents the Town Manager as the Town's agent in collective bargaining with six employee unions. These duties include supervision of negotiations, contract administration, and grievance arbitration proceedings.

The Town Counsel, as Director of Labor Relations, represents the Town Manager in collective bargaining sessions with the six employee unions this includes the supervision of negotiations, contract administration, and grievance arbitration proceedings.

The Legal Department also manages and directs the Town's Workers' Compensation Self-Insurance program. Through the timely processing of claims and the attentive investigation of accidents, this Department aims to protect workers from the economic consequences of injury, promote safe work environments, assist injured employees in both their medical recovery and return to work, and seeks to limit the Town's liability consistent with the fair treatment of injured workers. The Department prepares and litigates all contested Workers' Compensation cases before the Department of Industrial Accidents and reviews and develops responses to any pending legislation affecting the Town's Workers' Compensation program.

This Department administers line-of-duty injury claims for all police and fire personnel with the goal of providing complete claims management for any injured on duty uniformed employee of the police and fire divisions consistent with appropriate provisions of law, fairness to effected employees, and prudent financial practices.

The Department continues to actively assist the Symmes Advisory Committee and the Redevelopment Board in determining the ultimate disposition of the Symmes Hospital site.

FINANCE COMMITTEE

During 2003, the Finance Committee (FinCom) was chaired by Allan Tosti assisted by vice-chairs Richard C. Fanning, Abigail DuBois, and Charles T. Foskett. Peter B. Howard served as secretary. The FinCom has twenty-one positions, one for each precinct. The appointing authority (Moderator, Trust Fund Commissioners Chair, FinCom Chair) acted to reappoint all members whose terms had been completed and to fill two vacant positions.

The economic recession's impact on State revenues and the continued increases in health insurance and pension costs together with the restrictions imposed by Proposition 2 1/2, increased the economic pressure on the Town for the second year in a row. After the budget had been approved at the Annual Town Meeting, the State had reduced its local aid contribution to Arlington for FY03 by \$370,000. At a Special Town Meeting in the Fall of 2002, the FinCom recommended, and the meeting voted, corresponding budget reductions. The departments were able to accommodate these reductions by eliminating vacant positions and, in the case of the schools, by using grant funds. In February, the State further reduced local aid to the Town by \$915,000, which required further reductions in Town expenditures. The Town Manager's level service budget projection for FY04 predicted a deficit of \$10 million, about ten percent of the entire budget. The FinCom Chair provided budget reduction targets for each appointing authority according to the O'Neill formula. The FinCom also voted to allow the Town budget submission to be delayed a month until early February in hopes that by that time the newly-elected governor would have submitted his budget proposal and the amount of State aid would become better defined.

In February, the FinCom began its yearly effort to develop a comprehensive balanced budget recommendation for the spring Annual Town Meeting. The predicted deficit had grown to \$12 million. The budget of each department was reviewed with the department head by one of the subcommittees. The school budget subcommittee attended School Committee meetings in order to gain an understanding of the school budget. Hearings were held on all Warrant Articles which required an appropriation or had a financial impact. Sixteen full committee meetings were held which, when combined with numerous subcommittee meetings, made for a busy winter schedule. In addition, the committee met for a half hour before ten Town Meeting session to formulate a recommendation on last minute proposals.

The recommendations in the FinCom's report prepared for the annual Town Meeting were in two

parts: a budget that required reductions to accommodate the predicted revenue reduction, and a second budget that was dependent on passing a general Proposition 2 1/2 Override. This vote, called by the Board of Selectmen, took place in June. The reductions were less than originally feared because of the cooperation of key departments and the continued use of reserve funds. For the first time in many years, the budget did not fund cost of living salary increases for Town employees. In addition, along with budget reductions, the pension-funding schedule was stretched, the Dallin School renovation was delayed, and the Park Circle Fire Station renovations were delayed. The second budget became moot when the voters rejected the override. Consequently the first budget, which contained substantial service and staff reductions, was voted.

The FinCom also continued to monitor other ongoing activities that could have a large financial impact. The FinCom followed the progress of the school renovation projects and the Reed's Brook project, and the Symmes project through regular reports by the responsible Town officials.

For the third year, the printed budget was prepared by a system that utilized the Town's computer and database directly. This successful effort, which was begun four years ago with the Deputy Town Manager and the Director of Data Processing, has become routine.

Future issues will continue to include funding for the next round of school renovations due to inflation of construction costs and delay in State reimbursements, the renovation of the Town's fire stations and the increasing costs of health insurance and pensions for current and retired employees. Hopefully an improving economic climate will permit the Town to fully fund its operating costs and to rebuild its depleted reserves.

BOARD OF ASSESSORS

At the annual election held in April of 2003, Kevin O. Feeley Esquire was re-elected for a three-year term. At the organizational meeting, James F. Doherty, MAA was elected chairman and, Mary Winstanley O'Connor, Esquire was elected vice chairman.

In 2003 the Board of Assessors successfully completed the triennial revaluation as mandated by Proposition 2 1/2, meeting the requirements of the Department of Revenue. The revaluation was certified in December 2003.

The Board of Assessors committed 14,638 real estate and personal property tax bills to the Tax Collector for collection for Fiscal Year 2004. These bills raised a total of \$63,740,140 in property taxes. The total assessed value of all taxable real estate and personal property for Fiscal Year 2004 was

FINANCIAL MANAGEMENT SERVICES

\$5,990,614,666 which resulted in a tax rate of \$10.64 per thousand dollars of assessed value. The Board also committed over 41,000 automobile excise tax bills for collection which will account for an estimated at \$4,000,000 in income.

The Board would like to thank all taxpayers for their cooperation and the Assessing Office staff for their continued support and for a job well done in 2003.

TOWN COMPTROLLER AND COORDINATOR OF DATA PROCESSING

Accounting

The Accounting Department continues to use the Uniform Municipal Accounting System (UMAS) established by the Department of Revenue. As of fiscal year 2003 the Town now accounts for its fixed assets in accordance with GASB 34. The financial statements reflects the changes prescribed by GASB 34 and now includes a management's discussion and analysis that allows the readers to understand the financial picture of the Town.

Telephone

The Town continues to review the streamlining of the Ottoson phone system. Upon the recent completion of the new Pierce School the Mitel phone system was expanded to include a phone in every classroom. The telephone software will be upgrade in the summer of 2004 in order to take advantage of new functionality.

Data Processing

Upgrading software, networking tasks, and monitoring of School and Town Internet usage remain the major emphasis of the Data Processing department. The Town is looking to use the web in order to facilitate the citizens. The Treasurer's office is reviewing the possibility of paying town bills online.

FINANCIAL MANAGEMENT SERVICES

ASSESSMENT DATA

VALUATION AND TAX LEVY

Fiscal Year	Total Assessed Valuation	Tax Levy	Tax Rate*
2004	\$5,990,614,666	\$63,740,140	\$10.64
2003	\$4,500,135,559	\$61,246,845	\$13.61
2002	\$4,266,984,229	\$59,097,731	\$13.85
2001	\$4,239,775,439	\$55,838,267	\$13.17
2000	\$3,063,254,230	\$54,097,069	\$17.66
1999	\$3,504,316,820	\$52,443,515	\$17.17
1998	\$2,955,114,603	\$49,439,067	\$16.73
1997	\$2,815,373,412	\$48,086,577	\$17.08
1996	\$2,816,605,462	\$46,586,654	\$16.54
1995	\$2,823,394,562	\$45,343,716	\$16.06

* Tax rate expressed in per thousand dollars of assessed value

PERCENT OF TAX LEVY BY CLASS

CLASS	TYPE	FISCAL YEAR			
		2004	2003	2002	2001
I	RESIDENTIAL	93.9454	93.004	93.033	91.29
II	OPEN SPACE	.000	.002	.002	.04
III	COMMERCIAL	4.5246	5.319	5.281	6.35
IV	INDUSTRIAL	.3137	.376	.381	.54
V	PERSONAL PROPERTY	1.2167	1.299	1.303	1.78
TOTAL		100.00	100.00	100.00	100.00

TAX RATE COMPONENTS

Components	FISCAL YEAR						
	2004	2003	2002	2001	2000	1999	1998
Levy Base	\$9.13	\$11.74	\$11.96	\$11.67	\$15.66	\$15.24	\$15.32
2 ½ %	.23	.29	.30	.29	.39	.38	.38
New Growth	.11	.12	.12	.07	.09	.09	.05
Water & Sewer Debt	.84	1.00	1.00	.87	1.16	1.06	.98
School Debt Exclusion	.33	.46	.47	.27	.36	.40	
Tax Rate	\$10.64	\$13.61	\$13.85	\$13.17	\$17.66	\$17.17	\$16.73

FINANCIAL MANAGEMENT SERVICES

ASSESSMENT DATA (Continued)

TAX RATE COMPONENTS FY 2000 - FY2004					
	2000	2001	2002	2003	2004
LEVY BASE	\$15.66	\$11.67	\$11.96	\$11.74	\$9.13
2 1/2%	\$0.39	\$0.29	\$0.30	\$0.29	\$0.23
GROWTH	\$0.89	\$0.03	\$0.12	\$0.12	\$0.11
OVERRIDE					
WAT & SEW DEBT EXCL	\$1.16	\$0.87	\$1.00	\$1.00	\$0.84
SCHOOL DEBT EXCLU	\$0.35	\$0.27	\$0.47	\$0.46	\$0.33
TAX RATE *	\$17.66	\$13.17	\$13.85	\$13.61	\$10.64
	2000	2001	2002	2003	2004
MAX LEVY PRIOR FY	\$47,985,218	\$49,467,566	\$51,042,116	\$52,838,686	\$54,703,728
2.50%	\$1,199,630	\$1,236,689	\$1,276,053	\$1,320,967	\$1,367,593
GROWTH	\$282,718	\$337,860	\$520,517	\$544,075	\$649,223
MAXIMUM LEVY	\$49,467,566	\$51,042,115	\$52,838,686	\$54,703,728	\$56,720,544
LEVY INC %	3.09%	3.18%	3.52%	3.53%	3.69%
LEVY INC \$	\$1,482,348	\$1,574,549	\$1,796,571	\$1,865,042	\$2,016,816
W/S DEBT	\$3,568,534	\$3,677,690	\$4,255,691	\$4,516,649	\$5,033,997
DEBT EX	\$1,087,354	\$1,146,216	\$2,007,525	\$2,052,096	\$2,000,153
OVERRIDE					
MAX TO BE RAISED	\$54,123,454	\$55,866,021	\$59,101,902	\$61,272,473	\$63,754,694
ACTUAL RAISED	\$54,097,070	\$55,838,267	\$59,097,731	\$61,246,844	\$63,740,140
EXCESS LEVY	\$26,384	\$27,754	\$4,171	\$25,629	\$14,554
TOTAL TAX AV	\$3,063,254,230	\$4,239,775,439	\$4,266,984,229	\$4,500,135,559	\$5,990,614,666
AV % INCREASE	0.29%	38.41%	0.64%	5.46%	33.12%
RATE	17.66	13.17	13.85	13.61	10.64
PENNY ON RATE	\$30,633	\$42,398	\$42,670	\$45,001	\$59,906
* ALL NUMBERS SUBJECT TO ROUNDING AND FINAL DOR CERTIFICATION					

FINANCIAL MANAGEMENT SERVICES

BUDGETS

Department	Fiscal Year				
	2000	2001	2002	2003	2004
Executive Services					
Board of Selectmen Administration & Licensing	160,221	148,995	156,056	163,182	166,602
Annual Report	8,000	8,500	6,000	6,000	6,000
Audit	32,500	35,000	35,000	40,000	45,000
Town Manager	314,464	315,883	304,874	308,314	272,497
Sub-Total	515,185	508,378	501,930	517,496	490,099
Central Management Services					
Personnel	191,110	191,641	136,524	130,998	134,685
Legal & Worker's Compensation	708,551	709,391	707,328	693,368	595,857
Sub-Total	899,661	901,032	843,852	824,366	730,542
Financial Management Services					
Finance Committee	10,496	10,657	10,957	11,257	9,995
Treasurer / Collector	454,378	449,714	575,547	560,637	530,551
Parking	45,266	72,891	76,152	77,645	70,374
Postage	162,427	162,427	155,118	154,733	122,753
Comptroller / Data Processing / Telephone	908,238	917,375	903,145	875,836	758,007
Board of Assessors	242,290	253,292	269,143	267,702	266,375
Sub-Total	1,823,095	1,866,356	1,990,062	1,947,810	1,758,055
Human Services					
Human Services Administration	91,048	91,633	99,835	103,030	106,403
Youth Services Enterprise Fund	372,466	332,007	383,660	381,090	229,101
Council on Aging	131,978	136,969	148,242	139,767	101,630
COA Trans. Enterprise Fund	120,977	90,568	88,838	141,696	94,723
Board of Health	138,787	143,302	159,976	163,991	150,005
Veteran's Services	181,765	137,240	214,580	180,254	157,089
Recreation Enterprise Fund	276,104	266,400	282,895	375,188	392,929
Veterans' Memorial Rink	318,890	312,386	335,317	384,025	398,150
Sub-Total	1,632,015	1,510,505	1,713,343	1,894,492	1,630,030
Education and Libraries					
Libraries	1,416,453	1,456,107	1,595,258	1,616,142	1,449,803
Arlington Public Schools	27,901,358	29,232,816	30,828,677	32,000,100	29,995,980
Minuteman Regional High School	2,142,197	1,744,487	1,964,543	2,106,883	2,008,143
Sub-Total	31,460,008	32,433,410	34,388,478	35,723,125	33,453,926

FINANCIAL MANAGEMENT SERVICES

BUDGETS

Department	Fiscal Year				
	2000	2001	2002	2003	2004
Public Works and Environmental Quality					
Public Works	6,531,081	6,784,280	6,748,204	6,754,259	5,892,276
Water / Sewer Enterprise Fund	10,566,156	11,018,514	11,990,224	12,491,712	12,854,323
Sub-Total	17,097,237	17,802,794	18,738,428	19,245,971	18,746,599
Community Safety					
Police Services	3,803,326	3,852,536	4,735,297	4,856,628	4,610,278
Community Service Administration	254,811	245,370	285,403	291,028	290,534
Fire Services	4,386,486	4,389,799	4,773,800	4,757,069	4,391,069
Community Safety Support Services	714,561	666,550	698,877	728,035	604,576
Street Lighting	522,500	522,500	422,500	422,500	422,500
Sub-Total	9,681,684	9,676,755	10,915,877	11,055,260	10,318,957
Community Development					
Planning and Community Development	183,940	189,267	206,262	207,061	187,710
Redevelopment Board	307,849	302,045	338,426	340,727	328,166
Zoning Board of Appeals	17,450	17,896	19,570	19,570	19,658
Inspectional Services	223,279	230,581	271,118	301,852	295,599
Sub-Total	732,518	739,789	835,376	869,210	831,133
Town Clerk and Elections					
Town Clerk	184,184	181,610	183,398	192,594	190,405
Registrar of Voters	88,387	91,341	91,939	91,838	50,326
Elections and Town Meeting	74,990	86,662	51,075	94,861	75,163
Sub-Total	347,561	359,613	326,412	379,293	315,894
Fixed Costs					
Insurance	6,768,560	7,537,560	8,937,222	9,866,390	12,460,008
Pensions	5,257,607	5,261,917	5,038,086	5,093,726	5,552,386
Long Term Debt	5,231,599	5,325,094	6,188,078	6,552,441	6,199,555
Short Term Debt	73,075	73,075	0	0	0
Capital Budget	649,932	638,206	645,262	656,853	757,120
Reserve Fund	1,200,000	200,000	300,000	300,000	400,000
Sub-Total	19,180,773	19,035,852	21,108,648	22,469,410	25,369,069
TOTAL	83,369,737	84,834,484	91,362,406	94,926,433	93,644,304

FINANCIAL MANAGEMENT SERVICES

Recapitulation of the Fiscal Year 2004 Tax Rate

\$10.64 / \$1,000 of Assessed Value

DEBITS

Appropriations	\$97,371,092
Court Judgments	\$108,500
Cherry Sheet Offset	\$398,012
State and County Charges	\$2,786,238
Snow and Ice Deficit	\$269,764
Allowance for Abatements & Exemptions	<u>\$937,031</u>
Total Debits	\$101,870,637

CREDITS

State Receipts	\$15,275,289
Local Receipts	\$16,576,130
Free Cash	1,774,342
Other Available Funds	\$4,004,736
Overlay Reserve	<u>\$500,000</u>
Total Credits	\$38,130,497

Amount to be Raised by Taxation	\$63,740,140
Town Property Valuation	\$5,990,614,666

Setting the Tax Rate: Divide the **Amount to be Raised by Taxation** by the **Town Property Valuation**, then multiply by 1,000

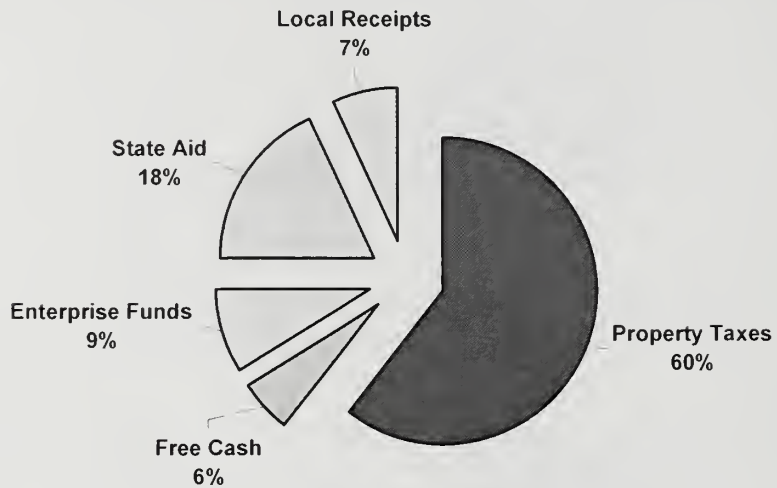
$$(\$63,740,140 \div \$5,990,614,666) \times 1,000 = \$10.64$$

Source: Tax Rate Recapitulation Sheet

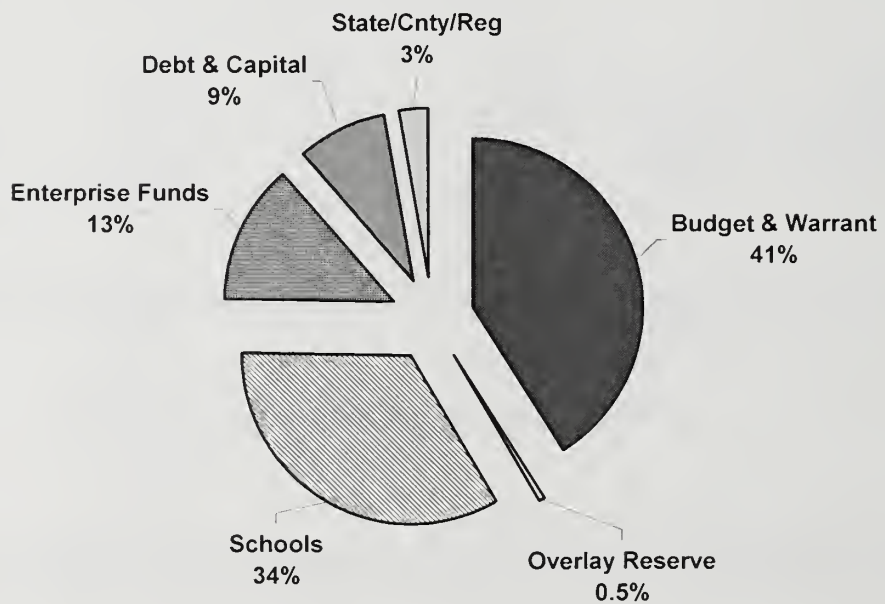
Revenues And Expenditures

Fiscal Year 2003

WHERE IT COMES FROM



WHERE IT GOES



ADMINISTRATION

The mission of the Department of Human Services is both to provide a safety net for Arlington citizens who experience difficulty in their lives and need help with those difficulties and also to promote the health and well being of Arlington citizens.

The Department of Human Services is comprised of the following divisions: Board of Health including the Sealer of Weights and Measures; Council on Aging including Consumer Affairs and Transportation Program; Housing and Weatherization Program including Fair Housing Office and Affordable Housing Office; Recreation Division including Arlington Memorial Sports Center and Reservoir Beach; Veterans' Services including Arlington Food Pantry and Arlington Assistance Program; Youth Services including Arlington Youth Consultation Center and Arlington Alcohol and Drug Education Program.

The Department of Human Services is comprised of the following boards and commissions: Board of Health, Board of Youth Services, Council on Aging, Disability Commission, Fair Housing Committee, Human Rights Commission, and Parks and Recreation Commission.

The Department of Human Services receives its funding from the following sources: Town of Arlington, Arlington Public Schools, Department of Education (MA), Department of Elder Affairs (MA), Department of Public Health (MA), Department of Veterans' Affairs (MA), Division of Medical Assistance (MA), Metropolitan District Commission (MA), Department of Housing and Urban Development (US), Lahey Hospital, Sanborn Trust, Project Bread, Private Insurance Carriers, Private Citizen Donations, and Client Fees.

In 2003 the Department of Human Services maintained a very active role in networking with all the various agencies, committees, and players in Arlington to a safety net for Arlington citizens. For example the networking included collaboration with the Arlington Housing Corporation to provide emergency monies to Arlington residents who were in danger of becoming homeless. The networking also included coordination with the state fuel assistance program to facilitate access to fuel money for Arlington residents. Additionally the networking included a close working relationship with the Arlington Food Pantry to ensure that citizens in need have adequate food supplies in their homes. Indeed the goal of all this networking is to make assistance and services as available and accessible as possible to Arlington residents – to reduce the barriers to help.

The Department of Human Services is comprised of a corps of incredibly dedicated and

committed employees and volunteers who strive to make life better for Arlington residents – children, youth, adults, and elders.

WHITTEMORE-ROBBINS HOUSE

The Whittemore Robbins House continues to establish itself as a "hidden gem" in the greater Boston network of function facilities. It's been called a "baby Lyman Estate" by many.

It continues to be the site for many happy occasions – wedding receptions, birthday parties (for all the "decade" birthdays!), bar and bat mitzvah's, christenings, showers, and retirement parties. The house is now self-sufficient, with the revenues covering all the expenses of the house – the utilities, maintenance costs, repairs, and basic upkeep



Interior of Whittemore-Robbins House

ARLINGTON YOUTH CONSULTATION CENTER

The Arlington Youth Consultation Center (AYCC) continued its therapy services to Arlington children, adolescents, parents, and grandparents in 2003. Approximately 400 people seek help from AYCC in a given year. People ask for help with a variety of family problems. These family problems are often conveyed through symptoms in their children, such as poor grades in school, peer difficulties, substance abuse, depression and suicidal ideation, or aggressive behavior. Having this community resource for these Arlington families is a wonderful service that AYCC provides.

In 2003 AYCC continued its collaboration with the Arlington Public School system, providing in-house counseling for several school programs, including STEP, CLASS, and Reach-Up – at the high school; The Learning Center at the Ottoson Middle School, the Preschool Program, and the special kindergarten class at the Stratton. The counseling

HUMAN SERVICES

component provided by AYCC helps the students access the educational program offered by these specialized programs. The collaboration has been a very successful and rewarding one.

In 2003 the AYCC budget was significantly reduced. This reduction meant that 63 hours per week of service time was cut. This reduction in service hours to youth in Arlington occurs at the same time that services to youth in the entire Greater Boston area have become extremely hard to access. The impact of this loss of service time can endanger the lives of young people, cause families to live with unaddressed psychological problems, and increase the stress in families' lives.

The 2003 budget year has been a most difficult one to manage.

ALCOHOL AND DRUG EDUCATION PROGRAM

The Year 2003 marked the twenty-fifth anniversary of the Town's Alcohol and Drug Education Program which provides a comprehensive substance prevention program for the schools. Under the lead of the Board of Youth Services, the program is considered a model in the state. The following programs were implemented during 2003 for students, parents and the community.

Student Programs

SADD (Students Against Driving Drunk)

With a membership of over 170 students, the AHS SADD Chapter is one of the largest, oldest and most active in the state. Since the programs inception twenty years ago, AHS student surveys indicate a significant decrease in the number of students who drink and drive, and who ride with a driver who has been drinking.

AHS celebrated the twentieth anniversary with a special assembly that featured a presentation of the multi-media program "In Real Life." Developed by MADD (Mother's Against Drunk Driving), the program is a sequel to "Fake I.D." which was shown at last years SADD assembly. Both programs received rave reviews from students, teachers, administration, and invited guests from the community. The Arlington Police Department defrayed the cost of the program through a grant they received in 2003.

Alateen

The Alateen meeting in Arlington celebrated its sixth year of having provided a support group for teenagers (including age 12) whose personal lives are, or have been, affected by close contact with a parent, relative or friend who has a drinking problem. On any given Sunday evening, between fourteen and sixteen teenagers meet from 7:00 to 8:00 p.m. at the Fox Library and Community Center to learn the importance of shifting their attention from

preoccupation with the alcoholic's behavior to a heightened awareness of their own identity and self-improvement. Four Al-Anon sponsors oversee the program.

Alcohol Awareness Peer Leadership Program

For the twenty-sixth year, school educators recognized that peer education is an exciting, productive and cost-effective way to teach young people. The Alcohol Awareness Peer Leadership Program trained seventy juniors and seniors for fourteen weeks to lead four discussion classes with approximately 370 sixth graders. Peer leader training session topics included alcohol and other drugs, family alcoholism, building self-esteem, decision-making skills, peer and media pressure, and personal attitudes towards alcohol use and abuse.

Parent Program

The Arlington Safe Homes Program is comprised of Arlington High School and Ottoson Middle School parents who share a concern about the use of alcohol and other drugs by teenagers in the town. Since the program's inception in 1991, approximately twenty percent of parents have signed an agreement to provide responsible supervision at parties in their homes, and not to allow alcohol and other drugs to be used.

With the need of the Town to reduce the program's budget, Lahey Clinic donated \$10,000 to help defray the cost of the program.

BOARD OF YOUTH SERVICES

The Board of Youth Services continued its service to Arlington in 2003, supervising the functions of the Arlington Youth Consultation Center and extending services to Arlington's youth and families. Members continued to support such noteworthy programs as CAPP (Child Assault Prevention Program), the Arlington & Drug Education Program, the Safe Homes Program, the Martin Luther King Holiday Celebration, the First Step Group and Stepping Stones Group, and the Arlington High School graduation celebration.

Two members of the Board of Youth Services – Elaine Shea and Mary Deyst – co-lead the First Step Group and the Stepping Stones Group. They are ably assisted by two other volunteer co-leaders – Sue Lahaie and Lucille Gallagher. Twenty-five women receive support services from these two groups. This is the most remarkable volunteer effort, saving the town thousands of dollars in otherwise paid staff time. And it is a most remarkable effort in providing these women in the groups with a safe, nurturing therapeutic environment that helps them to grow and change their life circumstances from trauma to familial health.

HUMAN SERVICES

In 2003 The Board of Youth Services commissioned a new effort to establish a private non-profit corporation in Arlington. This new corporation - the Arlington Health & Human Services Charitable Corporation - will endeavor to access additional funds to support the workings of Human Services in the town of Arlington.

COUNCIL ON AGING

The mission of the Council on Aging (COA) is to provide advocacy and support services to help Arlington elders live dignified and independent lives. The year 2003 was difficult for this agency. Reductions in local and state-level budgets resulted in some staff positions being eliminated, and other staff hours being reduced. This in turn drove the need to critically review our services and programs, and to decide what services would be essential to maintain in 2004.

The positions of Consumer Advocate and COA Receptionist were eliminated. The Town was able to provide only reduced funding for the COA Geriatric Nurse Specialist and Social Worker positions, and the bulk of the salaries for these positions now come from the already-reduced State Formula Grant. The COA also agreed to share its office space with the Board of Health, formerly housed at the Fox Community Center. The COA Clerk/Secretary position saw a reduction in hours, and had the added responsibilities of billing and payroll for the Board of Health as well as for the Council on Aging.

Projections show a continuing growth of the elder cohort as a segment of the overall population. More are frail and homebound, and require more monitoring and complex services than in the past. Budgetary limitations will continue to affect the agency's ability to deliver services to Arlington's frail elderly.

The agency's ability to deliver services was reduced commensurate with the reduction in staff hours. Despite these limitations, judicious planning, along with the staff's dedication and determination, allowed agency accomplishments during the past year to remain impressive:

- A review was done of the agency's services and programs to validate each one's appropriateness.
- The open position of COA Transportation Coordinator/Supervisor of Volunteers was filled in March, although at less than a full-time level.
- Advocacy on elders' issues remains a top priority at the local, regional and state levels.
- Achieved a 30% increase in the number of COA volunteers in the past year.
- Increased participation in COA Health & Wellness programs under the direction of the Geriatric Nurse Specialist.
- In partnership with the Arlington Housing Authority and the Arlington Police Services, instituted the "RUOK"[®] Program for Arlington's elderly and disabled.
- Completed a successful one-year pilot-program/subsidy study for senior's dental needs. This is leading to the creation of a formalized senior dental subsidy program.
- Through the agency's lift-equipped vans and the subsidized taxi program, provided over 10,000 one-way rides for Arlington seniors.
- Held the agency's first Annual Senior Health Fair, open to the public, addressing the major medical issues and conditions affecting the elderly, and providing health promotion and screening for participants.
- Began ongoing series of workshops to enhance skill development among COA volunteers.
- Creation of an "Intergenerational Task Force", a joint program with the Arlington Seniors Association and Arlington High School.
- In conjunction with the Arlington Board of Health, delivered seven hundred doses of vaccine to Arlington seniors at the agency's Annual Flu Clinic.
- Volunteers filled the Receptionist function for the Council on Aging.
- There was also significant turnover on the nine-member COA Board as four new members were appointed in 2003. The new members will bring fresh ideas, talent and energy to the overall effort of doing the very best for Arlington's elders.

The Arlington Council on Aging wishes to extend our heartfelt thanks to all those who have made donations to our agency this past year, including the Lahey/Arlington Auxiliary, Minuteman Senior Services (for a Title III grant in support of the COA/AYCC Grandparents' Support Group), the Elizabeth and George L. Sanborn Foundation for the Treatment & Cure of Cancer, the Arlington Housing Authority, the Retired Mens' Club of Arlington, Park Avenue Congregational Church, Park Avenue Nursing & Rehabilitation Center, and the many individuals who have made monetary or durable medical equipment donations.

Such donations make possible, amongst other things, the continuance of our subsidy funds. For these funds no municipal, state or federal funding are used. Private donations alone provide much-needed services to those who are unable to afford them. The kindness and generosity of private donors has made possible the availability of canes, walkers and

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wheelchairs for those who needed them, subsidy for costly but necessary medical transportation, and for Lifeline services.

We also wish to recognize those who have volunteered their time and efforts to bring some help to others: our Medical Escorts, Telephone Reassurance Volunteers, Friendly Visitors, Council on Aging Board of Directors, Tax Abatement Workers, our Office Volunteers, and those who have volunteered their skills and energies for special projects throughout the year. These individuals donate time and talent all year long without being noticed by the general public; yet their contributions, over 5,000 hours annually, is known and appreciated by those who receive their gifts of time and caring.

Initiatives for the new year will be to:

- Prioritize the needs of Arlington's elders and their families, in the light of decreasing resources, and to direct service and program efforts where they are most needed.
- One lift-equipped van will need replacement in 2005; grant funding has been applied for.

FAIR HOUSING

The Fair Housing Advisory Committee is appointed by the Board of Selectmen to promote and implement fair housing in Arlington. It provides information and services regarding housing discrimination and other housing related issues to current and prospective residents, as well as realtors and landlords.

The major initiative for the Year 2003 was making contact with Arlington's METCO families, to tell them about Arlington as a place to live, and as a welcoming community. METCO families live in Roxbury, and send their children to suburban schools. The Committee met in Roxbury with METCO program participants, and then gave a tour of Arlington to interested families. The tour featured the best of Arlington, including the commercial areas, the schools, Spy Pond and the Res, and a sampling of housing types, both affordable and market rate.

We continue our initiative of reaching out to minorities within and outside of Arlington. According to the 2000 census, Arlington's minority population has increased from 6% of the population in 1990 to 9% in 2000.

The Fair Housing Advisory Committee will continue to work closely with the Town's Affordable Housing Task Force, to increase affordable housing opportunities in Town, and the Diversity Task Group, to make Arlington a friendly place for minorities to live.

AFFORDABLE HOUSING TASK FORCE

The Affordable Housing Task Force (AHTF) was established by unanimous vote of Town meeting on May 3, 1999. The purpose was to quantify the need for affordable housing in Arlington, and find solutions that work. An important part of the Task Force's work is to help the Town move closer to fulfilling the statewide goal that 10% of the units in all municipalities be affordable to low and moderate income households.

During 2003 the Affordable Housing Task Force worked on the following:

Reviewed the Affordable Housing zoning bylaw. The first affordable units resulted from the new Affordable Housing provisions in the zoning bylaw. Six units affordable to low and moderate income first-time homebuyers were created and occupied at the Russell Place Condominium project. The units were purchased for prices between \$130,000 and \$160,000, with resale restrictions that will keep them affordable for the life of the property. The Affordable Housing Task Force oversaw this process, which included marketing the units, choosing six income qualified buyers by lottery from over 90 applicants, counseling the buyers, and then helping them to purchase the units. During the past year we discussed possible changes to the bylaw, and decided against amendments at this time.

Workforce Housing. The Task Force also looked at developing "Workforce Housing", that would help municipal employees, and other people who work in the Town. Prices for single family homes are so high that it takes a median income of close to \$120,000 to purchase the median priced home at \$450,000. This is out of reach for most of Arlington's working families. In the coming year, the Task Force will work to encourage creation of housing for middle income working families, whether at Symmes or at other sites in Town.

Symmes Hospital redevelopment. The Task Force has been closely following the redevelopment process for the town-owned Symmes property. Through the vigilance of its designee on the Symmes Advisory Committee, Marc Dohan, affordable housing remains an important piece of the plan. The Task Force will advocate for the proposal that provides housing that best meets the Town's needs.

Housing Needs Study. The Task Force has begun a process of looking at changing demographics and housing needs, based on the 2000 census data now available. We will develop a housing strategy for the coming years based on the needs identified.

Creating new housing. The Task Force continues to work closely with the non-profit Housing Corporation of Arlington to preserve and create affordable housing units. During 2003, the Housing Corporation purchased three new two-family houses,

adding six new affordable rental units for Arlington families. This brings the total to 18 affordable family units under this program. These properties are scattered throughout Town, in existing housing, thereby not adding to density or traffic. Funding for these purchases comes from federal CDBG and HOME dollars, and mortgage loans from Cambridge Savings Bank.

Homelessness Prevention. The Housing Corporation of Arlington also administers the Homelessness Prevention Program, an idea that emerged from the Affordable Housing Task Force. This Fund, which comes entirely from private donations, provides emergency assistance to low income Arlington residents at risk of losing their homes, or in need of assistance to move into a new home. During 2003, thirty-seven families and individuals were assisted using these funds. This brings the total number of grants over 3 years to 94, thanks to the generosity of Arlington's residents.

New Members. The Affordable Housing Task Force added three new members this year: Anne F. DiNoto, Judith D. McConnell, and Brigid Kennedy-Pfister.

Slowly but surely, the Affordable Housing Task Force is making progress toward the goal of 10% affordability, and at helping Arlington's lower income residents find safe, stable and affordable housing.

ARLINGTON HUMAN RIGHTS COMMISSION

The Arlington Human Rights Commission (AHRC) was created by Town Meeting in 1993 to advance issues related to the fair and equal treatment of individuals and to create a mechanism for addressing complaints arising out of these issues. The mission of the AHRC is to work individually and collaboratively with other groups in our community to celebrate the ever-changing tapestry of our Town, and to emphasize, through educational outreach, the danger of intolerance at every level. The Town Manager, School Committee, and the Town Moderator have appointing authority for the thirteen members of the commission.

The AHRC began the year by electing Kevin McGann as chairperson and Cecelia Akuffo to serve as vice chair. Mary Ann Sullivan serves as staff assistant.

The year started with HRC celebrating its tenth-year anniversary. Events included a reception hosted by the HRC for town officials and community groups who have, over the past ten years, worked to improve tolerance and diversity in Arlington, and a special event in Town Hall featuring speakers on human and civil rights.

The Commission continued to investigate complaints of alleged discrimination and harassment involving students at the Ottoson Middle School as well as complaints brought by residents of Gloucester Street, Silk Street, Mill Street and Jason Street, among others. These complaints involved allegations of racial, sexual orientation, ethnic and religious discrimination.

This year's *Arlington Dialogues* program included a debate on the USA Patriot Act, an issue that was the subject of a Town Meeting warrant article. The Book Club spotlighted Andrew Zantar's Have No Fear.

In an effort to increase visibility and awareness, the Commission once again staffed a booth at Town Day in September, distributing informational brochures and answering questions. This year the commission raffled gift certificates to many restaurants in Town. The commission also contributed to the Town's Martin Luther King Birthday Celebration, and sponsored a Career Day at the Ottoson Middle School, which encouraged students to consider "non-traditional" jobs.

The Commission continues to maintain records of hate crimes and incidents, and work in cooperation with the Police Department in order to track the frequency and severity of such events in Arlington. Commissioners also fielded quite a few calls from members of the public who were concerned about violations of their human rights but who ultimately did not file a formal complaint.

In January 2004 the Commission took a position supporting the Massachusetts Supreme Judicial Court's decision on gay marriage, and published an explanation of that in the Arlington Advocate. The commission will continue to focus its efforts on keeping Arlington a safe, welcoming community where all individuals are treated with warmth, mutual respect, and acceptance.

COMMISSION ON DISABILITY

In its tenth year of service, the Arlington Commission on Disability has continued to provide information, referral, guidance, and technical assistance to insure that people with physical, sensory, cognitive, and other disabilities have equal access to Town facilities, services, and programs. The Commission consists of nine Commissioners, all volunteers. State Law mandates that the majority of Commissioners have a disability. This mandate brings an intimate and informed understanding of disabilities to the Commission's agenda and ultimate decisions.

In 2003, the Commission continued to focus on and monitor a number of ongoing and important access issues. The Commission has received \$67,000 of Community Development Block Grant Funds approved by the Board of Selectman for curb

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ramp work along Massachusetts Avenue. The Commission continues its efforts to improve sidewalk and crosswalk safety and accessibility.

Educating the community regarding disabilities is an ongoing agenda item of the Commission. The fifth annual newsletter was published and provided information about the Commission's projects and Disability Laws. The Commission participated in Town Day to acquaint the public with its role and to disseminate information about the Americans with Disabilities Act and accessible Town programs and facilities. Coordination and sharing of information and ideas between the Arlington Commission on Disability and commissions from neighboring cities and towns is ongoing. The Arlington Disability Office, in concert with the Commission, manages resolutions of citizens concerns and complaints. Follow-up is done through the Disability Office using available municipal offices and information.

Coordination and implementation of the Commission's agenda and goals continues to be handled by Jack Jones of the Arlington Office of Housing and Disability Programs. Cooperation between the Commission and this office is effective and efficient. On December 4, 2003, after nine years of service, Alan McClennen, Jr. resigned from the Commission. The Commission recognizes Alan for his support and his many accomplishments while serving as a member of the Commission. Alan's regular presence and contributions at the monthly Commission Meetings will be greatly missed.

The 2004 agenda for the Commission will continue to revolve around the very clear parameters of the American with Disabilities Act, with special attention being paid to improving the accessibility of Arlington sidewalks and polling place locations. The Commission will continue to monitor progress being made by the Arlington School Department regarding school facilities and school programs.

Arlington residents interested in serving on the Commission should notify the Town Manager in writing of their interest. The Commission meets on the third Wednesday of each month at 4:00 P.M. in the conference room of the Housing and Disability Program Office located in suite #203, at the Senior Center Building, 20 Academy St., Arlington. Meetings are open to the public and citizens are invited to attend.

BOARD OF HEALTH

The Board of Health Office, is now located at 27 Maple Street in the Arlington Senior Center, located behind the Town Hall.

The Board of Health is required by state statutes and regulations to perform many important and crucial duties relative to the protection of public health and safety, the control of disease, the promotion of safe and sanitary living conditions, and the protection of the environment from damage and pollution. Staff annually permit and regularly inspect restaurants, tobacco retailers, massage therapy establishments, tanning establishments, pools, the ice-skating rink and the bathing beach. Inspectors from the department also follow up on numerous resident complaints relating to nearly any health related issue within the community ranging from trash and dumpster complaints to housing code violations.

Permits issued by the Board of Health in 2003:

<u>PERMIT ISSUED</u>	<u>NUMBER OF PERMITS ISSUED</u>
Food	160
Tobacco	28
Massage therapist	71
Massage Establishment	20
Waste Hauler	10
Funeral Director	7
Tanning Establishment	6
Pool	9
Beach	1
Ice rink	1
TOTAL	313

To protect the community against the spread of contagious illnesses, a rigorous communicable disease tracking system is in place. When a doctor diagnoses a resident with a communicable disease, the public health nurse conducts an investigation to determine if further control measures are needed.

The illness is then recorded and reviewed to identify and respond to any disease trends of concern. During 2003, 108 communicable diseases were monitored.

Other efforts for disease prevention during 2003 included immunization clinics such as influenza vaccine clinics in the fall where over 700 elders were vaccinated and the rabies vaccine clinics in the spring where over thirty dogs and cats were vaccinated.

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Communicable Diseases monitored by the Public Health Nurse in 2003:

<u>COMMUNICABLE DISEASE</u>	<u>NUMBER OF CASES</u>
Campylobacter Enteritis	7
Chicken pox	1
Cryptosporidiosis	2
Ehrlichia	1
Giardia	6
Haemophilus Influenzae	2
Hepatitis B	24
Hepatitis C	21
Hepatitis E	1
Legionellosis	1
Lyme Disease	11
Meningitis	1
Pertussis	10
Salmonella	6
S.A.R.S.	1 (suspect case)
Shigellosis	2
Strep pneumonia invasive	4
Group A strep	1
Group B strep	2
Tuberculosis	3
West Nile Virus	1
TOTAL	108

In addition, childhood vaccines are provided to pediatric health care providers free of charge through the Vaccines for Children Program that is sponsored by the Commonwealth of Massachusetts. Through this program all children, regardless of a family's ability to pay, will have access to necessary vaccines. The Arlington Board of Health is the local vaccine depot for the State.

The three member Board of Health meets on a regular basis. During meetings, community health issues such as environmental health concerns are addressed and public hearings and policy review is performed regularly. In 2003, several meetings were held to revise the Town of Arlington, Board of Health Rules and Regulations Restricting Smoking and Distribution of Tobacco and Tobacco Products Within the Town of Arlington. The Regulations were revised in response to the elimination of the Massachusetts Tobacco Control Program local program in Arlington. The Board of Health also enacted the Arlington Board of Health Regulation on the Disposal of Mercury Thermostats in response to the reports on elevated mercury levels in all freshwater fish in the Commonwealth of Massachusetts. In the future, the Arlington Board of Health will continue to protect the public health and strive to improve the overall environment in which the community lives, through the enforcement of statutes and regulations. In 2004, the Board of Health will be receiving Federal Bio-Terrorism Funding to improve local public health infrastructure. The department will be using a portion of the funding to develop a computerized system to perform inspections in the community.

Sealer of Weights and Measures

To ensure compliance with the Consumer and Merchant Protection Act, the Sealer of Weights and Measures conducts inspections of all scales, scanners, and dispensing equipment. This includes retail stores, gas stations, oil trucks and food establishments. The Sealer responds to all consumer complaints to ensure fairness and accuracy.

Sealer of Weights and Measures Impact Report 2001-2003

Year	Consumer Savings	Merchant Savings
2001	\$13,398.20	\$2,486.98
2002	\$7,424.05	\$1,754.35
2003	\$3,949.32	\$1,184.67
Total	\$24,771.57	\$5,426.00

As merchants are inspected annually, compliance with standards and accuracy of merchant measuring devices has increased steadily.

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VETERANS' SERVICES

The Department of Veterans' Services for The Town of Arlington is designed to aid and assist veterans and their families as provided by The Department of Veterans' Affairs and The Massachusetts Department of Veterans' Services. All eligible veterans and their dependents may avail themselves of counseling regarding applications for federal and state benefits, financial assistance, medical care at VA Medical Centers, educational/vocational benefits and burial benefits.

As a result of servicing and consulting with many veterans and/or their dependents, a total of twenty-one clients received benefits under Chapter 115 from The Mass. Dept. of Veterans' Services. One Gold Star Parent, two Gold Star Wives, and one 100% disabled veterans were advised of their eligibility and are now receiving annuities from the state.

Through numerous consultations on VA matters, thirty-one claims have been filed for disabilities and/or pensions, nine requests for either in-patient or out-patient care at VA Medical Centers, burial benefits were applied for by eight families, payment of funeral expenses for three indigent veterans, and twenty-four bronze markers were placed on veterans' graves. Also, names are constantly being added to the file for The Veterans' Honor Roll at Monument Square, Arlington Center, to be updated at the conclusion of The War on Terrorism, Enduring Freedom.

Veterans' Services organized, coordinated and participated in the Memorial Day Parade and the Veterans' Day Parade. With the help of volunteers, approximately 5,500 veterans' graves are decorated with American Flags at Mt Pleasant Cemetery, St Paul's Cemeteries and The Old Burying Ground on Pleasant Street. While actively participating in the Patriots Day Parade, Veterans' Services also assures the "Display of Flags" along Massachusetts Avenue, under the direction of the Department of Public Works with the help of private assistance and donations. Services on Flag Day were assisted and attended by Veterans' Services in conjunction with The Lodge of Elks # 1435.

The office of The Department of Veterans' Services, now located in the Town Hall Annex, is in the process of updating and purging files from over 100 years. Computerization is a priority and much has been accomplished while more is still to be done. The office has been downsized with loss of the part-time secretary position due to budget constraints.

RECREATION DIVISION

In 2003, Arlington Recreation offered a multitude of safe, quality programs and facilities for all residents of the Town of Arlington. We welcomed three new staff member to Arlington Recreation; Laura Munsey, as Administrative Assistant, Daniel Brothers, Facilities Manager and Joseph Hamel, Facilities Maintenance Craftsman Supervisor.

Improvements to facilities continue to be a priority. Arlington Reservoir continued its effort to ward off Canadian Geese with a temporary fence and Border Collie program. The Veterans' Memorial Sports Center received several improvements to include the following; new ammonia detection system, radiant heaters for hockey fans, emergency lighting updated to code, repaired Zamboni floor, safety trends installed on all stairs, new scoreboards, and started a new marketing and advertisement plan. Management of the rink was back under the Town and we thank Facilities Management Corporation for their management over the past year. Arlington Sports Center Improvement Committee completed a feasibility study with Arrowstreet Inc. to look at the current conditions of the Sports Center and possible additions or changes for the future.

As the popularity of our activities grow, so to the demand for facilities and additional staff. Participation in a variety of youth sport programs has increased, resulting in more offerings throughout the year. Skating is still one of our most popular activities with ice time at a premium during peak season.

The staff of Arlington Recreation work professionally with residents to meet their changing recreational needs. New programs in 2003 included: floor hockey, sports and games, Spring egg hunt, lacrosse clinics, and additional soccer clinics to meet the high numbers of youth interested in soccer. Many traditional programs were also modified to meet the increasing demand and changing needs of program participants.

Arlington Recreation provides excellent customer service by offering several ways to register for programs. Walk-in, mail-in and on-line registrations allow residents and non-residents to sign up for all programs. The new registration software was introduced to increase efficient customer service. Arlington Recreation will continue to assess means of marketing programs via brochures and flyers.

Arlington Recreation collaborates with other town organizations and recreation centers in Arlington to offer town-wide special events. Such events include Town Day, Memorial Day Road Race, Arlington Celebrates and the Winter Carnival. This year we continued to offer the successful Special Needs skate program with the Arlington Catholic High School Boys' & Girls' Hockey teams and Minuteman

Tech High School Hockey teams and their coaching staff.

Limited outdoor recreational facilities and playing fields continue to be an important issue facing Arlington Recreation. Arlington Recreation continues to work with both high schools and the many youth sport associations to adopt policy and procedures to assist in the scheduling and maintenance of our playing fields.

In the year 2004 the Arlington Recreation will continue to offer residents quality recreational programming. It is the goal of Arlington Recreation to increase program offerings every season. Arlington Recreation will also continue to work with users of the Arlington Sports Center and town outdoor playing fields to address the increasing needs of the community.

PARK AND RECREATION COMMISSION

In 2003, the Park and Recreation Commission worked closely with the Superintendent of Recreation and various town organizations to improve recreation facilities and develop policies that address the increased demand for Arlington's field and open space use. The commission continued the task of improving the town's parks, playgrounds and open spaces as outlined in the 10-Year Capital Improvement Plan. The commission also developed new policies to address the increased demand and use of open space in the town.

In the 2003, the commission welcomed new Commissioners Thomas Caccavaro and Nancy Campbell. The commission also honored Bernice Jones who retired from the commission serving Arlington from 1974 until October 2003. The commission and the recreation department welcomed Dan Brothers as the new Sports Center Manager, Joe Hamel as the new Facilities Maintenance Supervisor, and Laura Munsey as the Administrative Assistant in the recreation office.

Field Permit Policy

The Park and Recreation Commission continued to implement the Field Permit Policy to assist with the growing demands in scheduling and permitting of the Town of Arlington fields and outdoor spaces. The policy was amended and approved by the Park and Recreation Commission and the Town Manager in November. The Park and Recreation Commission formed a sub committee called "Field Use Committee". This committee meets four times a year to work together with the Superintendent of Recreation and his staff to discuss usage, maintenance and permitting of playing fields.

Maintenance

Maintaining the town's parks and playgrounds continues to be one of the major tasks facing the Park and Recreation Commission and the Department of Public Works. The number of organizations and teams that use the town open space facilities continues to grow and has resulted in the deterioration of fields. The commission contracted consulting services from Pine and Swallow Assoc. to assess existing field conditions and maintenance requirements. The DPW has contracted with an outside specialist in field maintenance to provide scheduled seeding, aeration, fertilizer and weed control. It is the hope of the Park and Recreation Commission that all combined efforts will improve maintenance and conditions for the future of playing fields.

Arlington Sports Center

The Arlington Recreation Sports Center was back under town management after a year under the Facilities Management Corporation. We opened up on time and worked closely with all users to improve the services in the facility. Numerous projects were completed this past year thanks to the grant received through the state via Senator Havern. The Recreation Superintendent worked closely with the Sports Center Improvement Committee, a sub-committee of the Park and Recreation Commission. Radiant heater units were added to the rink area; emergency lighting was upgraded to meet building codes; fire extinguishers were updated and installed in additional areas; two new scoreboards were added to replace the older and failing scoreboard; as well improvements to the infrastructure of the facility.

Capital Improvements

The process of identifying and implementing capital improvements to open space areas under the jurisdiction of the Park and Recreation Commission involves establishing a priority of need; application for approval of funding; coordination with open space advocates and user groups; development of plans and specifications by qualified consultants; selection of contractors through the public bid process and construction of the projects. The time of this process varies depending on the availability of funds and the complexity of the project.

The following is a summary of the sites that were recently completed or are currently in the process of planning, design and construction.

Robbins Farm

The renovation and reconstruction of Robbins Farm Playground and Park was substantially completed in 2003. The project was designed by Carol R. Johnson and Associates, landscape architects working closely with the Friends of Robbins Farm Park and the Park and Recreation Commission.

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The work included the reconstruction of the playground, removal of the abandoned tennis courts and landscape improvements including fencing along Eastern Avenue, new handicap accessible paths, re-grading, trees, ground cover and construction of a scenic overlook at the top of the hill. Funding for the project was approved by Town Meeting in 2001 and 2002 including an allocation of Community Development Block Grant funds for handicap access. In addition, The Friends of Robbins Farm Park raised money for the purchase of play equipment, benches and picnic tables that were not included in the capital funds. The Friends were also responsible for the installation of the play equipment resulting in an additional cost savings to the town.

Spy Pond Park

In 2001 and 2002, Town Meeting allocated funds for the renovation of Spy Pond Park. In January 2002, Carol R. Johnson and Associates, landscape architects were selected to update the Master plan and prepare Preliminary and Final Design plans for the entire park. In 2002 and 2003, meetings were held with the Friends of Spy Pond Park, plans developed and cost estimates prepared to establish the scope and cost of the project. The improvements that are proposed include restoration of the shoreline, the installation of a drainage system to prevent erosion, new paths, selective pedestrian access to the water edge, emergency boat access to the pond from Pond Lane and new landscaping. Because of the project's proximity to Spy Pond, permits will be required from the town, state and federal government. The permitting process is underway and anticipated to be completed in the spring of 2004. It is the goal of the Park and Recreation Commission to bid and complete the project in 2004 as one construction contract. This will require the approval of the additional funds by Town Meeting in 2004, as proposed in the Park and Recreation Commission capital plan.

Buzzell Field

In 2003, the town allocated \$200,000 for the renovation of Buzzell Field including landscape design fees. Buzzell Field is approximately 3.6 acres and is located on Summer Street between Mill Street and Mystic Street. The area was once a landfill area. There is up to forty feet of unstable landfill resulting in settlement problems. The facilities include two softball/Little League fields, one basketball court and a playground. The site used by Youth Soccer and Pop Warner Football in the fall, Little League, Youth Soccer, Adult Softball and Women's Softball in the spring and Little League Baseball, Adult Softball and Women's Softball in the summer.

The field was renovated in 1979 when the two softball/Little League diamonds, lighting and landscaping were installed. In 1996, a new playground

was constructed. The Arlington Playing Field Management Report prepared by Pine and Swallow in 1997 recommended replacement of the turf and modifications to the grading. The presence of an existing sewer line and the extent of compressible or organic fill materials may limit the scope of work the town can afford.

Potential improvements include modification or replacement of the subsoil, re-grading, new turf, underground irrigation system and landscape additions.

Waldo Park and Playground

Waldo Park and Playground is located in East Arlington between Waldo Road and Teel Street, adjacent to St. Paul's Cemetery. Waldo Park is approximately 1.0 acres and has a large open play area, a paved basketball court and street hockey area and several pieces of play equipment. The area is highly populated and is somewhat isolated resulting in vandalism and after hours use.

The park was extensively renovated in 1977. The play equipment was modified and replaced within the past ten years. The Arlington Town Meeting in 2003 allocated \$90,000 of the requested \$150,000 for upgrades and improvements to Waldo Park and Playground including landscape design fees. Approval of the additional \$60,000 will be requested in 2004. It is anticipated a neighborhood Friends of Waldo Park will participate in the design process and may be available for assistance during the reconstruction of the park.

Locke Playground

Locke Playground is located on Paul Revere Road in Arlington Heights adjacent to the Locke Condominiums and Massachusetts Avenue. The 10,473 square foot 0.2 acre playground was constructed as part of the Locke School renovation into condominiums in 1981. The playground equipment is in need of replacement and the playground needs to be reconstructed to meet current safety and handicap access standards.

The scope of work at the Locke Playground includes replacing most of the existing play equipment and addressing the accessibility and safety standards. The budget for the Locke playground as approved by Town Meeting in 2003 is \$175,000 including landscape design fees and expenses.

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Crosby Tennis Courts

The Crosby Tennis Courts are located in East Arlington between Winter Street and Oxford Street. The Crosby playground, field and basketball courts were renovated in 2002. The Arlington Town Meeting approved \$90,000 in Community Development Block Grant (CDBG) funds in 2003 for the renovation of the tennis courts. This was less than the requested \$150,000 amount. An additional \$60,000 of CDBG funds will be requested for approval by the spring Town Meeting in 2004. If approved, the money will be spent on the renovation of the five Crosby tennis courts. It is anticipated that this work will be done in the summer or fall of 2004.

10-Year Capital Plan

The Park and Recreation Commission has developed a 10-year capital plan for upgrades and improvements to the recreation and open spaces that are under the jurisdiction of the Commission. The program is more than fifty percent complete. The Park and Recreation Commission will also be seeking funds for a Feasibility Study of future sites including identification of proposed improvements and costs that will be requested for approval by Town Meeting in 2005.



Library Director And The Board Of Trustees

The Robbins Library system continued as in previous years to sustain high usage by the community. Circulation of library materials in Fiscal 2003 was the highest in the library's history. The public enthusiastically attended library programs and constantly used the computer workstations for access to the Internet and electronic databases. Residents also accessed the library collections and databases from home. Professional librarians at the Reference Desk, Children's Room and at Fox Library assisted the public in meeting their informational needs through the library's book and periodical collections and with electronic resources. Unfortunately it is anticipated that circulation will decline over previous years due to the reduction in hours which took effect in July 2003 at both the Robbins and Fox Libraries following the budget cuts.

The library embarked on three new projects in 2003 and received awards for previous undertakings. All staff participated in the transition to a new automated circulation and catalog system through the Minuteman Library Network. The Adult Services staff purchased Chinese Language and English as Second Language materials with an \$18,395 grant and the Children's Service's staff offered two sets of six-week literacy workshops for children in grades pre-K through third and their parents with a grant of \$5,838. Both were federally funded with LSTA (Library Services and Technology Act) funds through the Massachusetts Board of Library Commissioners. The library received two public relations awards from the Massachusetts Library Association for the quarterly newsletter and the logo design.

SERVICES FOR ADULTS AND YOUNG ADULTS

Adults and young adults of middle and high school age utilized the services provided by the librarians in the Adult Services Department for school, work and personal life. The library continued to staff the Reference Desk whenever the library was open to the public and tried to provide two librarians whenever possible during busy hours. Nineteen online databases were provided through the library's participation in the Minuteman Library Network and the Metrowest Regional Library System with municipal funding for three others. Library staff offered Web-based catalog and Internet classes in small group

sessions to familiarize citizens with the operation of the book and audiovisual catalog and to provide basic training in navigating the World Wide Web. With the public workstations in almost constant use, the staff assisted patrons in the use of the Internet and electronic databases and with troubleshooting equipment. The library recorded 35,815 visits to its web site.

Residents could also enjoy tours of the library that highlighted the architecture of the library and reviewed the location of various collections. Staff created book and audiovisual displays to highlight the collections and assist citizens in their pursuit of life-long learning. A summer reading club for adults and young adults was again offered with a raffle for gift certificates funded by the Friends of the Library. Many local organizations also took advantage of the library's exhibit space in the lobby to publicize their organizations and to present informational displays. The library actively promoted the town's Diversity Month in October through the creation of four booklists, book displays and the sponsorship of a town-wide, "Community Read." The library purchased multiple copies of the book, *Seedfolks* by Paul Fleischman and hosted a discussion of the book.

Young adults in grades six through twelve continued to make use of the facility and services. The Reference Desk staff assisted students with class assignments and bibliographic instruction. Young adults enjoyed several programs appealing to that age group including photography, comic book making, rain stick making and poetry workshops. Artwork from Arlington High School was displayed in the Young Adult area of the library. Tours of the library were given to several classes from the Ottoson Middle School. In May, 418 students at the Ottoson Middle School met with author Ellen Wittlinger in a program sponsored by the library's Russell Fund. In a related evening program the author held a book discussion with students and parents. The library staff coordinated with both Arlington High School and the Ottoson Middle School on the summer reading lists. Teenagers participated in the summer reading program and had the opportunity to win raffle prizes funded by trust funds and local businesses.

The Community Room and Conference Room were used by 100 local organizations for a total of 864 meetings. In addition, the two study rooms were in constant demand by students, tutors, and those using word processing and spreadsheet programs. The Local History Room was used 87 times by researchers with Independent Research Cards.

SERVICES FOR CHILDREN

Children from infancy to fifth grade enjoyed the materials and programs offered by the Children's Department. Materials included books, magazines, books on tape, music and spoken word on cassette,

videocassettes, CD-ROMs, puppets and educational toys. Children and parents participated in 322 activities at the Robbins and Fox Libraries including storytimes, sing-a-longs for infants and toddlers, craft times, toddler programs, Chess Club, and various performances. The library was a co-sponsor of a town-wide recycling contest and hosted the third graders from the Dallin School who performed a play about recycling. The library promoted the annual summer reading program for children with a theme of Sea Read @ The Library. Funding from the trust funds, Friends of the Library, and local businesses enabled children who participated to choose a free book to keep and to win small prizes. The children's librarians offered assistance to children, parents and teachers in researching homework assignments and for general use of the book collection and the Internet. Staff updated its list of recommended web sites for children. The public continued to request the very popular graded and subject booklists that are updated annually by library staff.

The library is very fortunate to have the Anne A. Russell Children's Educational and Cultural Enrichment Fund, which sponsors many special programs for children that could not be afforded through the municipal budget. In 2003 these included performances of Harriet Tubman, science, poetry, drama and puppet making workshops, Steel Band, Sparky's Puppets, Mural and Stories, ventriloquist, Hampstead Players rendition of Alice in Wonderland, recycling, seafaring, Mother Nature's Myths, family picnics and concerts, puppet show, and a magician. The fund also finances the very popular infant-toddler sing-a-longs. The Russell Fund continued to provide kindergarten packets to children to introduce them to the library and baby bundle packets to new parents with information on library services for infants and toddlers.

The public and school libraries continued their cooperative efforts, although the elimination of elementary school librarians starting in September has negatively impacted this partnership. The public library maintained collaboration with the schools through letters to teachers, assignment support for teachers and students, extended loan periods for teachers, library tours, preparation of curriculum kits and suggestions for the summer reading lists. The children's librarians at the Robbins and Fox presented book talks in the schools and instruction for classes at the library. The Russell Fund continued to sponsor authors chosen by the elementary schools to visit their facility. As in previous years, the library considered the needs of the curriculum frameworks when selecting materials for purchase. Library staff participated in a workshop for parents on teaching children to read.



Board of Library Trustees: standing (l. to r.): David Castiglioni, Patricia Deal, Katherine Fennelly, Susan Cronin Ruderman and Joyce Radochia. Seated (l. to r.) Barbara Muldoon and Francis Murphy

EDITH FOX LIBRARY AND COMMUNITY CENTER

Children and adults in East Arlington continued to enjoy the services that a branch library provides. Unfortunately budget cuts resulted in the loss of Friday hours. Funding for two days was provided by the municipal budget and one day was provided by private donations through a dedicated and energetic group of volunteers who coordinated the campaign. In addition to collecting individual donations, they held an opening fundraiser at a local restaurant, raffles, Town Day table, a silent/live auction at Town Hall and continue to sell Fox-T-shirts and tote bags. Children and parents enjoyed storytimes, lap-sit programs, sing-a-longs, craft programs, Mother's Day program, and the summer reading club. Elementary and nursery schools brought classes to the library for stories and instruction. All ages enjoyed the monthly book displays that highlighted the collection and exhibits from community groups and the schools.

BEHIND THE SCENES

Library staff worked diligently to offer quality services to the community. This goal became more difficult with the loss of the equivalent of 5.4 full-time positions in July 2003. Staff was impacted even earlier with the freeze on several vacancies. This short-staffing occurred at the same time that the Minuteman Library Network was implementing a new automated circulation and catalog system that required all staff to learn new procedures, participate in network planning meetings and to undertake several operations before the new system could be implemented.

The number of items borrowed for library patrons from other libraries and loaned to other libraries for their patrons continued to increase. Despite the fact that the public can request items electronically, the staff must still locate the materials and process them for loan and return. In its role as an

education support center, the library continued its efforts to support the curriculum needs of the schools. The Adult Services and Technical Services Departments selected, ordered, cataloged and processed 17,378 new items including books, magazines, compact discs, audiocassettes, books on tape, videocassettes, DVDs, CD-ROMs, puppets and educational toys. The Circulation Department checked out and returned 556,786 items to the shelves. The staff also selected, ordered and processed the Chinese, English as A Second Language and family literacy materials that were purchased through the federal Library Services Technology Act grant. The Local History Librarian received 128 requests for research assistance in person, by phone, by letter, and by email. The Adult Services Department continued to order various tax forms and serve as a distribution center to assist patrons in filing their state and federal income taxes. Library administration maintained all state mandated standards to receive \$62,000 in a state aid grant that was used for Sunday hours in the winter and spring of 2003, participation in the Minuteman Library Network and library materials. The library collected \$70,630 in overdue fines and lost book money that was returned to the general town fund.

Library staff prepared the monthly children's newsletter and the quarterly newsletter for adults to keep the public aware of services available to them. Staff also updated the library's web page to keep it timely. Other staff activities included selecting, weeding and updating the collection, responding to local history questions of which many were from out-of-state patrons, updating the periodical list, shifting collections, creating booklists and displays, scheduling the meeting rooms, purchase and processing of the rental book collection, and processing books that need re-binding.

The library attempted to meet patron demands for new audiovisual materials despite budget cuts. In recent years the circulation of audiovisual materials has increased significantly and now represents 32% of the total. The Friends of the Library agreed to fund a trial project for a rental DVD collection. The proceeds from the rentals will be used to purchase more DVDs.

Several efficiencies were implemented in FY2003. The lighting efficiency program resulted in lower usage during a time of increased rates. Promotion of email notification for reserves and the elimination of mailing first notice for overdue materials should reduce town postage costs and staff labor.

BOARD OF TRUSTEES

The Board of Trustees continued its commitment to sponsor a twice-yearly authors program, administer the trust funds for the optimum benefit of the community, raise private funds to

augment the municipal budget and advocate for adequate staffing and delivery of essential library services. The Board approved funding in FY03 for reference books, books on tape, music CDs, videocassettes, multicultural materials, local history preservation, young adult books, children's materials, programs for children, materials for the Fox Library, author program, public relations, volunteer appreciation and staff development. The public enthusiastically received the two author programs sponsored by the Trustees. In April Arlington residents Gary Goshgarian, Jeffrey Carver and Craig Shaw Gardner entertained the audience with their experiences in writing science fiction. Sue Miller spoke movingly in November about the writing of her memoir on the death of her father from Alzheimer's disease. The Board conducted a mail solicitation of individuals and businesses to raise funds for the collections. Board members also participated in Town Day by staffing a table providing information on library activities and resources.

FRIENDS OF THE LIBRARY

The Friends of the Library, a citizen support group for the Robbins and Fox Libraries, remained active, with new and renewing members numbering 278. Three new members also joined the Friends Board of Directors. The Friends' book sale room on the library's fourth floor continues to be a haven for bibliophiles and an ongoing source of support for the Friends group. Threatening skies gave way to warm, sunny weather for Town Day in September, encouraging much activity at the annual book sale. Profits were the best ever. The continued growth of this undertaking has prompted the Friends to schedule two sales for the upcoming year.

The Friends continued their programming efforts, beginning with an Irish music program in January offered by entertainer David O'Docherty. A three-part genealogy workshop in March brought together informative speakers and rapt audiences. In October, the Friends partnered with the Arlington Friends of the Drama for a benefit performance of the musical "No Way to Treat a Lady" combined with a wine and cheese reception. The fundraiser was well attended and very well received.

VOLUNTEERS

The Robbins and Fox Libraries once again benefited from the assistance of dedicated volunteers who shelved books and audiovisual materials and performed additional tasks as assigned. These twenty-two volunteers, who donated a combined total of 755 hours, are: James Battel, Corinne Baldwin, Erica Cavin, Margaret Cheverie, Carol Clark, Julie Feiler, Oksana Galchanskaya, Kim Haase, Debbie Hayes, Michael Jackson, Gert Kovar, Beth Lanigan, Christopher Luca, Jacqueline Murphy, Emily Osmun,

Carla Paes, Kevin Ridge, Roberta Selleck, Eileen Shanahan, Jignasa Trivedi, Renu Tungar and Barbara Wagner. Special recognition is given to Beverly Brinkerhoff, Alice Seelinger and the late Mary Eaton who again this year brought friendship and library materials to the homebound on a weekly basis. Susanne Blair committed many hours to the organization of the ongoing book sale and, with Catherine and Mary Gryniewicz, sorted and prepared materials for the annual sale. Also participating in the Town Day sale were volunteers Colin Blair, Maureen Dolan, Kathy Fennelly, Margaret Fitzgerald, Charlotte Keyes, Helen Krikorian, Judith Lilienfeld, Alice McGinty, Maura McLaughlin, Frank Murphy, Stephen Sanzo, Skye Stewart, Aimee Taberner and Wendy Watson. In total, 1,789 volunteer hours were donated to the library this year.

DONATIONS

Citizens, businesses and organizations donated over \$17,000 to the library in Fiscal 2003. In addition, a former resident made a one-time donation of \$15,000 to help alleviate the \$45,000 reduction to the library's materials budget in FY04. The library acknowledges with appreciation these gifts which allow for the purchase of books and audiovisual materials which could not be afforded through the municipal budget. As in previous years the programs and services of the Anne A. Russell Educational and Cultural Enrichment Fund have enriched the community.

The Friends of the Library donated over \$14,000 to the library for membership to five museums, reference books, a young adult computer, foreign language CDs, DVDs, a book bin for the Fox branch and other supplementary materials and equipment.

The Friends of Fox raised \$18,000 through December to keep Fox open an additional day per week.

LOOKING AHEAD

In 2004 and the years ahead the library faces the challenge of providing quality library services with diminished resources. The budget for fiscal 2004 was reduced by 14% over the previous fiscal year which resulted in several service cutbacks: reductions in hours at the Robbins Library from 67 to 60 (library closed Thursday mornings, Sundays and one evening in the Children's Room); reduction in hours at the Fox Library from 4 days to 3 days; fewer new materials purchased and reduced number of periodical subscriptions, longer time for new materials to be processed and available to the public, longer waiting lines at the Circulation and Reference Desks, reduction in services to young adults, delays in re-shelving returned materials and inability to keep material in order on the shelves, limited resources to

make the public aware of services and collections, and the reduction in computer training classes for the public. If municipal revenues improve, the library hopes to be able to restore these services.

The library will attempt to meet requirements to receive state aid and state certification despite cuts to the municipal budget and has applied for a waiver from the state because it failed to meet the FY04 municipal appropriation requirement. The library will continue to face the challenge to maintain a sufficient funding level to expand its book and audiovisual collection, keep pace with technology and introduce new media. Providing the residents of Arlington with a high-quality contemporary library system will become even more difficult with the projected reduction in state aid and cuts to the municipal budget.

Library administration and the Board of Trustees will endeavor to provide funding for the continued expansion of the audiovisual collection as requested by users. The Friends of the Library in FY04 are experimenting with a rental collection of DVDs. The library will maintain its commitment to high quality children's services through the financial support of the Anne A. Russell Children's Educational and Cultural Enrichment Fund. Participation in the Minuteman Library Network will continue to provide access to the World Wide Web and electronic databases, although the number will be decreased if state funding is cut. The library will continue to replace and upgrade network equipment, PCs and peripherals connected to the Minuteman Library Network as well as office automation as long as capital funding is maintained.

Library administration, Trustees and town officials will have some difficult decisions to make regarding priorities for library services if further budget reductions occur. The library has formulated interim goals and objectives for FY05 and will embark on a long range planning process for FY2006-2009. It is hoped that the financial situation of the Town will improve in the upcoming years so that the services that were lost in Fiscal 2004 can be restored so that the library can continue to be a vital community resource that assists residents in leading satisfying lives.

MINUTEMAN REGIONAL HIGH SCHOOL

School of Applied Arts & Science

www.minuteman.org

Class of 2003 Graduate Achievement Highlights

- 91% of the Class of 2003 graduated into either college or employment in their field of study.
- 100% of Dental graduates passed the National Dental Board examination.

EDUCATION AND LIBRARIES

- 100% of Cosmetology graduates passed the state board examination.
- 100% of Early Childhood Education graduates were fully certified by the state Office for Child Care Services.
- Medical Occupations graduates achieved 100% placement in either college or a job in the field.
- Science Technology graduates achieved 94% placement in either college or their field of study with 100% of biotechnology and electromechanical engineering students attending college.
- Commercial & Human Services graduates achieved 93% placement rate in either college or their field of study with 67% attending college.
- Construction-Trades graduates achieved 97% placement rate with 17 of 47 enrolled in college and 29 of 47 entering the workplace in their field of study.

Academic Division Highlights

- Minuteman Regional High School sophomores tied for second place in Massachusetts among regional technical schools on MCAS test performance.
- Forty-five students took advantage of college level pre-calculus and calculus courses under an articulation agreement with Middlesex Community College.
- Minuteman students on the Math Team competed strongly at all levels against academically diverse groups of area schools finishing the year ranked in first place in the state vocational conference.
- A Latin course was expanded to serve the growing number of students interested in medical careers, biotechnology and science.
- A freshman seminar course is being taught on-line with students receiving training in Internet research, writing skills, software application usage and time management.
- The Minuteman Players, the school's drama students, produced and performed a full production of Ray Cooney's British farce, "It Runs in the Family".
- The Special Education Department teamed with mainstream teachers to help students achieve one of the highest levels of special education MCAS "pass" scores in the state.
- Faculty members from English, Guidance, Social Studies and several vocational fields developed Character Education curriculum for use throughout the school.

Science & Technology Division Highlights

- The Biotechnology Academy was designated an outstanding high school program by the National Center for Career and Technical Education at the Ohio State University in conjunction with the U.S. Department of Education, Washington, DC.
- The Biotechnology Academy formed a new partnership with Harvard University Molecular Biology Laboratory and Children's Hospital and introduced three new components into its curriculum, namely bioethics, cell graphing and forensic science.
- The first state-approved high school pre-engineering program entered its fourth year. Minuteman in articulation with the University of Massachusetts initiated college level engineering courses on Saturday mornings to serve students from local high schools.
- The Computer Programming department expanded its partnership with CISCO in designing a new networking course, the first step for students intending to become a networking engineer.
- Many new business/industry projects were achieved, including - - Verizon supporting with after-school technology training for middle school students, Cognex Corporation of Natick providing weekly on-line interactive training on Visions Systems, GTE helping with new physics units for biotechnology, the Northeast Center for Telecommunications providing grant assistance, a \$80,000 gift from Adept Robots for the Electromechanical Engineering/Robotics program, etc.
- The Environmental Technology students were active in numerous off-campus service projects for such agencies as the MWRA, Cambridge Water Department, Bolton Conservation Commission, Sudbury Valley Trustees, Massachusetts Division of Fisheries & Wildlife and the Northeastern University Marine Biology Research Laboratory, and the United States National Park Service, Minuteman National Historic Park.

Construction - Power Mechanics - Building Trades Division Highlights

- The Automotive Technology Department won the industry's Most Outstanding Automotive Program in Massachusetts award for the fifth year in a row.
- The Automotive Technology program earned the top honors 5-year recertification through the National Automotive Technical Education Foundation (NATEF).
- The Automotive Collision Repair program also earned the NATEF certification.

EDUCATION AND LIBRARIES

- The Landscape Management Department won several awards again, including their sixth consecutive First Place at the Annual New England Flower Show in Boston.

Commercial & Human Services Division Highlights

- The Child Development Center and the Early Childhood Education department was recertified by the National Association for the Education of Young Children. Many commercial centers do not receive this certification for excellence and good practice in curriculum implementation.
- Students also hosted their annual "Breakfast with Santa" fund-raiser for Children's Hospital of Boston. Through this effort over the years, Minuteman students have donated more than \$10,000 to needy children.
- The Culinary Arts Department is preparing to become a certification site by the American Culinary Federation, due to be awarded in June 2004.

Overall School Highlights

- A new Freshmen Exploratory program was designed and implemented as a means to ensure that members of the Class of 2007 have a full opportunity to experience each of Minuteman's twenty-three technical programs before choosing a major. This new exploratory program runs half of grade 9 and allows students to develop a better understanding of their talents and interests while exposing them to diverse careers.
- Minuteman Regional High School proudly served as one of the three Host Sites for the 2003 state Skills USA-VICA competitions providing students from across the state with competitive challenges in areas ranging from technical math and computer programming to HVAC and welding to architectural drafting and electromechanical engineering and robotics.
- Minuteman's School to Careers Partnership has formed a Minuteman Business/Education Alliance with direct or association representation of approximately 1,700 companies. This will allow Minuteman Regional High School to facilitate communication and cooperative student-employer projects and internship opportunities involving each of our district's fifteen participating high schools.

- Community Education services, including After School programs for middle school students, Adult High School services, Evening and Continuing Education courses and Summer School programs and camps, provided to member town residents continued at one of the highest participation and success levels in the state.
- The Facilities Management Department completed major campus renovation and facility improvement projects including conversion to gas heating, upgrading athletic fields, and major renovation of the school's swimming pool.

Minuteman Named 1 of Top 50 High Schools that Work in US

Minuteman Regional High School was named one of the Top 50 schools in the High Schools That Work network of approximately 1,100 schools in 27 states across the country. Minuteman was the only school in Massachusetts selected for the National Top 50 recognition.

"The top 50 sites were chosen based on the performance of their students on the past two grade 12 National Assessment Educational Project-based assessments and evidence that the schools have implemented the ten key practices of High Schools That Work," according to Massachusetts Commissioner of Education David P. Driscoll.

Dr. Fitzgerald commended the students and the staff for their dedication and hard work. "Many of the key practices of HSTW underline improving students' academic skills and increasing their opportunities for career exploration and further education. This is in line with what we do every day. Our staff has set high expectations for themselves and their students, and our students respond positively."

PUBLIC WORKS AND ENVIRONMENTAL QUALITY

DEPARTMENT OF PUBLIC WORKS

The Department of Public Works is made up of several working divisions: Administration, Engineering, Highway/Water/Sewer, Properties and Natural Resources. With a staffing strength of 144 full-time personnel, it is the goal of the department to provide citizens, boards, commissions and other town departments with superior service and support through the consistent managed efforts of the department.

In addition to the projects and achievements outlined in this report under each Public Works Division, the following initiatives were further developed in 2003:

- Continuation of town wide water main replacement program
- Sanitary sewer system improvements at Grove Street and Brattle Court
- Storm sewer system improvements study in the Alewife Brook watershed
- Summer Street reconstruction plans approved for advertising in FY 2003
- Town wide roadway improvement program
- Town wide sidewalk improvement program
- East Arlington Mass Avenue corridor study brought to public review for implementation
- Town Hall renovation initiative
- Continued parks maintenance master plan implementation
- Town wide beautification program
- Employee safety program
- First application of recycled chemical product on streets for ice control in 2003
- Continued efforts in household hazardous waste collection, mercury thermometer exchange program, CRT collection and a new pay-as-you-throw commercial trash collection program
- West Nile virus control program assistance to the Board of Health
- Construction of new fieldstone masonry retaining wall at Hill's Pond

DPW Infrastructure Summary and Statistical Information for Arlington

- *Area of Town:* 3,517.5 acres or 5.5 square miles, including 286.2 acres covered by water.
- *Park Area:*
 - Town 158.27 acres
 - Metropolitan District Commission 52.25 acres
- *Cemetery Area:* 59 acres
- *Paved public streets and town ways:* 95.3 miles
- *State Highways and Parkways:* 6 miles
- *Private Street Open for Travel:* 24 miles

- Paper Streets: 3 miles
- Permanent Sidewalks:
 - Bituminous Concrete 34 miles
 - Brick 3 miles
 - Cement concrete 67 miles
- Sewer System: 117 miles
- Water System: 131 miles
- Storm Drain System: 77 miles
- Curbing: 92 miles
- Catch Basins: 3,698

ENGINEERING DIVISION

The Engineering Division of the Department of Public Works continues in its capacity as a service-oriented department supplying support services to various Town departments, commissions, contractors, public utilities and to the general public. As a part of the Department of Public Works, the Engineering Division works closely with the Highway, Water and Sewer Division, upgrading and improving the Town's infrastructure by providing surveys, engineering design, construction plans, field layouts and field inspection services.

Major initiatives in 2003:

Replacement of 8,775 linear feet of water pipe in the Russell Street, Water Street area between Massachusetts Avenue, Mystic Street and Mill Street which includes, Russell Street, Russell Terrace, Prescott Street, Winslow Street, Water Street, Court Street, Court Street Place, Central Street and Bacon.

- Replacement of 250 linear feet of water pipe on Harold Street.
- Replacement of 190 linear feet of water pipe between Irving Street and Windermere Park.
- Sidewalk and curb renewal and paving was completed on the lower portions of Scituate Street, Newport Street including Gloucester and Albermarle Street.
- Replacement of 400 linear feet of sewer pipe on Indian Hill Road.
- Striping of centerlines and crosswalks throughout the town using the international layout for crosswalks. Assisted and advised other departments with issues such as traffic counts, handicap ramps, and crosswalks.
- Replaced 14,000 linear feet of sidewalk, 6,500 linear feet of granite curb, and 1,000 linear feet of asphalt berm.
- The development of Water Street Condominiums was completed with the input of the Engineering Department on the design of the utility system and paved roadway.

PUBLIC WORKS AND ENVIRONMENTAL QUALITY

- The design of the newest plans of Water Rehabilitation (East Arlington Area) was begun in late 2003 and is ongoing at the present time, and a contract to be put out to bid will be completed by January 2004. The new phase consists of Franklin Street, Hamlet Street, Jean Road, Lewis Avenue, Alton Street, Allen Street, Wyman Terrace, Palmer Street, Philips Street, Webster Street and Coral Street.
- Provided support for the chip seal treatment program on 40 streets in August 2003.
- The Engineering Division was involved with site planning and utility design of the new fifteen leaching catch basins on Lake Street which was completed this past year.
- This division assisted the Planning Department with the Reeds Brook drainage project, which will alleviate flooding problems in the Thesda Street area. The construction of Reed's Brook was completed this past year but will continue through the winter of 2004 with the new intermediate and finish grading of the park.
- In 2003 the Engineering Division helped in the final phase of the Summer Street construction project. The Division was responsible for the signing of one hundred and fifty-seven easements and their filing at the Registry of Deeds. The project is now approved for advertising in 2004.
- Provided support to the Transportation Advisory Committee for the purpose of solving traffic problems in the town. These support services include data collection, traffic counts and geometric design improvements to intersections
- Route 16 at Mass Ave intersection – signal modifications with the lane markings were completed this past summer along with the Jason Street at Spring Avenue traffic island completed in September. Also, the Engineering Division took an active part in the Gray Street, Quincy Street traffic study. This intersection will receive new signage, a school warning sign and possibly new curb bump-outs when the water rehabilitation curb and walk program continues.

HIGHWAY/WATER/SEWER DIVISION

The Water/Sewer/Highway Division of the Public Works Department shares in much of the credit for the accomplishments listed under Engineering. In addition to performing many of the above infrastructure improvements, the division is responsible for responding to emergency calls on the water and sewer system and maintenance of the Town's infrastructure, including: streets, sidewalks, storm drains, water distribution system, sewer collection system, and bridges. Major services provided in 2003 were snow and ice removal, street sweeping, catch basin cleaning, water and sewer

customer service calls maintenance on town vehicles and equipment and overseeing solid waste and recycling collection.

Snow and ice fighting went from November 2002 to April 2003. There were 54 storms with a total of 117 inches of snowfall. Public Works crews worked for more than 33 days on snow and ice removal and 12 of the storms required outside contractors to be hired by the Town for snow plowing. In snow/ice fighting operations 9,900 tons of salt and 4,900 tons of sand were utilized.

Highway/Water/Sewer Division Performance Measurements for 2003

- Installed new catch basin frames and covers
- Continued Cleaning Mill Brook to help prevent flooding on a weekly or daily basis, depending on weather
- Crack sealed program - 40 streets were completed in 2003
- Installed new cement concrete and bituminous concrete sidewalks throughout various sections of town.
- Performed town-wide sewer main flushing – mains and services
- Cleaned over 3,500 catch basins on town streets with in-house personnel
- Serviced 450 sewer blockages
- Repaired water main leaks at 28 locations
- Repaired water service leaks at 50 locations
- Installed 99 new water services
- Cleaned and repaired sewer mains and pump chambers
- Laid 750' of new 8" P.V.C on Indian Hill Road
- Worked with Fire Services to perform annual fire hydrant inspections – no hydrant flushing done
- Replaced 7 fire hydrants
- Replaced 10 main gates
- Repaired frost heaves from April until October 2003
- Maintained a fleet of 150 motor vehicles and equipment
- Street sweeping of all sections of the Town during from April to November 2003
- Oversee 18,000 tons of solid waste disposal, 5,000 tons of recycling and 3,300 tons of yard waste disposal
- Collected 1,000 CRTs from television or computer monitors at the curb and over 500 at a one-day event

NATURAL RESOURCES DIVISION

The Natural Resources Division consists of the Forestry, Park, and Cemetery Sections and is responsible for the proper management, care and

PUBLIC WORKS AND ENVIRONMENTAL QUALITY

maintenance of the Town of Arlington's 18,000 public trees, open space facilities, playgrounds and athletic field infrastructure. The primary responsibilities of this Division are the management, operation of Mount Pleasant Cemetery, maintenance of nineteen (19) athletic fields, twenty-five (25) playgrounds and the maintenance of all open space facilities, including: Reservoir Beach facility, North Union Spray Pool, Menotomy Rocks Park, Town Hall Gardens, Donald R. Marquis/Minutemen Bikeway, Broadway Plaza and Robbins House gardens.

Forestry Section

- The Tree Division removed 98 diseased, storm damaged or root damaged trees. There were 134 tree plantings--mostly callery pear trees. Quality trees are becoming difficult to obtain due to land values causing nursery closings and drought conditions of 2001-2002 causing higher prices, etc.
- The disposal of logs and chips is becoming increasingly expensive due to distances to disposal sites and hauling expenses.
- Hemlock Adelgio is becoming more prominent and necessitated several sprayings in Town Hall Grounds. Root damage in areas of water main renewal sites is a major problem.

Park Maintenance

- The ever increasing athletic programs are causing very serious maintenance problems. From mid-March through November all athletic fields are under extreme duress. It is nearly impossible to maintain grass and other surfaces under these conditions.
- Continuing Canada Geese and dog problems are a source of very many complaints. Some areas are becoming unusable due to this problem.
- The maintenance of 19 athletic fields, 25 playgrounds, Reservoir Beach Facility, North Union Spray Pool, Town Hall Gardens, Robbins House Area, The Olde Burial Grounds on Pleasant Street (unused in 2003, but maintained), and the Donald R. Marquis/Minutemen Bikeway upkeep are taxing our ability to maintain high standards.
- Fiscal constraints have caused cut backs in flower plantings in traffic islands and other locations throughout Town.

CEMETERY

Mount Pleasant Cemetery is very rapidly being used up and planning for future interments must be a major priority now.

Revenues at Mount Pleasant Cemetery 2003

Sale of single graves	\$75,400
Perpetual Care	\$15,500
Openings, foundation charges	<u>\$243,165</u>
TOTAL REVENUES	<u>\$334,065</u>
 Total Interments	 354
 Total Cremains	 447
 New Graves	 67

BUILDING MAINTENANCE

Dallin School

- Replace all steam traps and repair several steam leaks, replaced leaking pipes
- Replace rugs in four classrooms
- Repair rooftop ventilation units
- Rebuilt condensate return system to boiler
- Replaced floor tiles as needed
- Repaired walls and painted as needed
- Caulk various windows as needed
- Replaced ceiling tiles in Room 2

Arlington High School

- Removed floor outlets in several rooms.
- Waterproof 1979, 1980 addition, repoint and caulk, replace all broken blocks
- Repair faults in brick and stonework pre-1979 buildings
- Installed 25 white boards in classrooms
- Repaired and replaced hardware throughout building
- Replaced floor tiles as needed throughout building
- Installed new lighting in 3 gyms and various areas of the building through NSTAR Business Solutions Program
- Expanded House Dean's area by removing partition wall
- Replaced lexan on stairwell windows
- Replaced broken steam piping under concrete stairway landing
- Built and installed custom art display panels

Bishop School

- Refurbished gym stage floor

PUBLIC WORKS AND ENVIRONMENTAL QUALITY

Stratton School

- Replaced all upper level hallway floor tiles, and some mid level tiles as well
- Removed old faded lexan and replaced with glass in several classrooms
- Installed new carpet in library
- Repair work done on ventilation systems
- Repair work done on emergency generator
- Installed new bathroom partitions

Thompson School

- Removed faded lexan and replaced with glass in several classrooms
- Made repairs to heating system, changed out old steam traps
- Replaced intercom system and room handsets
- Replaced floor tiles in several classrooms
- Installed new bathroom partitions
- Wire up computer lab

Crosby School

- Repair work to gutters and down spouts
- Replaced old and broken floor tiles

Ottoson Middle School

- Remolded ceiling grid to gym
- Painted various areas

Central Fire Station

- Painted various areas

Jarvis House

- Painted meeting room
- Installed new stair threads to back stairway

D. P. W. Yard

- Replaced 30 lighting ballasts

Mt. Pleasant Cemetery

- Removed and replaced pews for painting
- Repaired overhead doors

Town Hall

- Recane 40 chairs in auditorium balcony

Reservoir Beach

- Repair 8" pipe in circulation system

Highland Fire Station

- Replaced gas stove

CONSERVATION COMMISSION

The Arlington Conservation Commission (ACC) is required by state and local law to protect and preserve wetlands and waterways and their surrounding areas. The ACC also protects and manages the Town's Conservation Land and natural resources. The ACC is comprised of seven volunteers who are appointed by the Board of Selectmen, and a part-time, paid administrator. At meetings twice a month and on-site visits, commission members work to ensure that all construction and development projects, residential and commercial, that may alter any wetlands, floodplains, rivers, streams, ponds and/or lakes are in compliance with state and local regulations.

Regulatory Activities

The ACC is mandated to protect wetlands, waterways, water supplies, fisheries, wildlife and wildlife habitat as well as regulate activities in a floodplain through its administration of the Massachusetts Wetlands Protection Act and the Arlington General Bylaw for Wetlands Protection. ACC members regularly seek continuing education to ensure legal compliance with frequently changing regulations and to assist applicants through the regulatory process.

In the year 2003, the ACC convened twenty-two public meetings, and provided extensive coordination, monitoring, review and consultation on eight major development projects. The board issued four Notice of Intents, six Determinations of Applicability, four Enforcement Orders, two Certificates of Compliance, and three Permit Extensions plus three Permit Amendments.

Winchester Country Club – The ACC permitted and closely oversaw a project at the Winchester Country Club involving the installation of an irrigation well at the shore of Upper Mystic Lake, on property directly opposite the club's property on Mystic Street. The irrigation well is to provide the club with water for its golf course. Prior to the new well, the Winchester Country Club relied on the MWRA for all of its water needs.

McClennan Park (formerly Reeds Brook Property) – The ACC continued to work with the various Town boards responsible for implementing the plan and ACC permits for the construction of a large public park at the former Reeds Brook Property (and renamed McClennan Park) on Summer Street.

Dothan Street – Utilizing the Town's Bylaw Waiver, which was approved by the 2003 Town Meeting, the ACC permitted a project to pave and improve the road leading to a property at the end of Dothan Street. The property's owners frequently experienced flooding conditions that made the road impassable in bad weather. As a result of this project,

the residents now have year-round access to their property via car.

Conservation Activities

Land Stewards – During a “kick-off” meeting in March 2003, the ACC formally established an all-volunteer, citizen organization called Arlington Land Stewards (ALS) that will assist it in managing twenty-four Town-owned conservation lands comprising approximately thirty acres. Over thirty land stewards now monitor, coordinate and/or provide the maintenance of conservation land(s) of their choice, often land(s) in their immediate neighborhood and/or elsewhere in Town. Each land steward was provided with a land stewardship handbook, which the ACC published in 2002. The handbook lists the location of conservation lands managed by the ACC, and provides the new conservation land regulations as well as a problem/solution management table and who-to-contact information when issues arise. Land stewards are instructed to report and/or, when they are able to, resolve issues as related to the conservations lands that they oversee.

The handbook is available online at http://town.arlington.ma.us/town/concom/LS/ concom_LS_01.htm

One of the most active land steward groups to form to date emerged in the Turkey Hill area of Town. The group conducted monthly cleanup events during favorable weather, and was involved in controlling invasive plant species at the sites on Turkey Hill. By reseeding it, another land steward group was responsible for improving the condition of conservation land along Arlmont Street.

Arlington Reservoir - The ACC was proud to coordinate and sponsor another year of a multi-year project to remove water chestnuts from the Arlington Reservoir that were choking out wildlife and impairing water quality. The extensive work undertaken to remove the invasive weeds was so successful during the two previous years that, in 2003, there were so few water chestnuts that the contractor (Aquatic Control Technologies, Inc.) removed the plants from the water by hand only, rather than by a mechanical harvester as in recent past. The overall health and beauty of the Arlington Reservoir was greatly improved as a result of this significant, ACC-supported investment. The water chestnut plant population had been so invasive in previous years that it blanketed nearly fifty percent of the Reservoir. When the water chestnuts are nearly all eradicated from the water body, it is planned that only occasional removal of plants will likely be necessary to keep up the good health of the Reservoir.

A cleanup conducted at the Arlington Reservoir during Spring 2003 greatly improved the condition of the shoreline and near shore areas. A volunteer citizen group collected twenty (20) large bags of trash that had to be hauled away.

Arlington's Great Meadows – In 2003, a land steward group comprised of residents from Arlington and Lexington and known as The Friends of Arlington's Great Meadows, held several publicized walks in the 180-acre wildlife site in which citizens learned about the diverse bug and bird populations that can be found in the meadows and wetlands. During the year, volunteer instructors also conducted walks at Arlington Great Meadows that helped citizens learn how to identify specific animal tracks. The in-depth, 100-plus page report “Natural Resource Inventory & Stewardship Plan for Arlington's Great Meadows in Lexington”, is available online at the town website

<http://www.town.arlington.ma.us/town/concom/GM/concomGM1001.htm>.

Spy Pond – Storm water improvements, made possible by a grant from the Department of Environmental Management (DEM), continued during 2003 and involved the installation of leaching catch basins in the watershed at Spy Pond. The leaching catch basins were constructed with holes, permitting rainwater to be redistributed in the surrounding soil so that it could enrich it, while also preventing flooding conditions. Residents of the Spy Pond area conducted a tour called “Spy Pond Friendly Gardens” in June 2003, where citizens viewed demonstrations that showed how rainwater could be retained in their yards, with the net goal of prohibiting less and less harmful nutrients and pollutants from entering the water body.

Local Emergency Planning Committee (LEPC) – In 2003, the ACC was asked to participate in meetings of a newly-established Town committee known as the Local Emergency Planning Committee (LEPC). The LEPC was organized to respond to environmental catastrophes such as major oil spills or hazardous materials or chemicals release if they should occur in the Town. The LEPC is comprised of a representative from the Board of Selectmen, the Board of Public Safety, emergency response personnel, and the Arlington Conservation Commission, among others. Cori Beckwith, the ACC's administrator, represented the Commission during meetings of the LEPC held in 2003.

Mystic River and Alewife Brook – Water quality at Mystic River and Alewife Brook was tested at monthly intervals during 2003. Test results evidenced that fecal bacteria were very problematic in Alewife Brook. Raw sewage has been released during storm events into this water body for more than 150 years, and is today responsible for its very poor health. A web site providing up-to-date test readings on these water bodies was created. Website: <http://mysticriveronline.org>

Throughout 2003, members of the ACC met on several occasions with groups of public officials and residents representing the towns of Arlington,

PUBLIC WORKS AND ENVIRONMENTAL QUALITY

Belmont and Cambridge that were established to address the issues of significant flooding to East Arlington properties as well as sewage contamination of the Alewife Brook. The Commission sought to have the Federal Emergency Management Agency (FEMA) revise its floodplain elevation of the lands bordering Alewife Brook. FEMA planned to publish a floodplain revision in 2004.

Central Street Property – The ACC gratefully accepted the transfer of approximately 725 square feet of land on Central Street by the Adamian Construction and Development Corporation, to be managed and protected as Town-owned conservation land.

2004 Goals and Beyond

The ACC will continue to encourage, support and assist the various volunteer groups that are dedicated to better preserving the Town's precious conservation lands and other open spaces within its immediate borders as well as those directly adjacent to it. These groups, among others, include: Arlington Land Stewards, Friends of Arlington's Great Meadows and Friends of Alewife Reservation (FAR).

The ACC will work actively to support all efforts directed at preventing raw sewage from entering Alewife Brook. The ACC would like to see the Alewife Brook restored to a healthy waterway in which people can swim and fish in the very near future. To do so, will be a significant environmental challenge for the many parties involved in the betterment of Alewife Brook. Yet the ACC believes the goal is attainable.

The ACC will support and work with the residents of the Spy Pond area during the planned reconstruction of the parkland directly adjacent to the water body. The park area is to be greatly enhanced via regrading of the land, new walking paths and a boat launch.

Going forward, a goal for the Commission is to ensure that all existing docks in lakes and ponds in Arlington are in compliance with the state Wetlands Protection Act and the Arlington Bylaw for Wetlands Protection. All residents with a dock have received written notification from the ACC about what steps are necessary for them to complete a Waterways Application in accordance with their filing with the Massachusetts Department of Environmental Protection's Waterways Division.

The ACC, working with the Open Space Committee, hopes to identify and, when available, acquire additional open space as protected "conservation land" to benefit residents of the Town. Notably, Vision 2020 survey results from a 2001 polling showed the "acquisition of open space" as a top-ranked concern in residents' priorities for Arlington.

Thanks

The ACC sincerely thanks all individuals and organizations that contributed directly or indirectly to the activities of its thirty-seventh year.

Thanks to all the hard working volunteers who helped with the cleanup of Meadowbrook Park this past summer. The reestablishment of Meadowbrook Park as thriving, healthy wetlands was made possible due to the perseverance of former ACC members Geraldine Tremblay and Richard Bowler.

Commissioner Christine Wallace resigned from the ACC this year and will be sorely missed. We cannot thank her enough for her hard work, dedication, and guidance, particularly when called upon for her environmental engineering expertise, as it related to various projects brought before the Commission.

The ACC wishes once again to extend its very appreciate thanks to Mr. Roger Frymire of Cambridge for his effort in monitoring the water-quality of water bodies throughout Arlington and for his hand-pulling of many thousands of water chestnuts. His personal determination and perseverance in seeking to better our environment should serve as an inspiration to all.

The ACC also wishes to thank the Vision 2020 Reservoir Committee that also contributed to investing its members' time in manually harvesting the unwanted water chestnut weeds from the water body.

CULTURAL AND HISTORICAL ACTIVITIES

ARLINGTON CULTURAL COUNCIL

The Arlington Cultural Council (ACC) is a local council of the Massachusetts Cultural Council (MCC), and consists of 12 members appointed by the Arlington Board of Selectmen for a three-year term (two-term maximum). Its main function is to support and encourage the arts, humanities, and interpretive sciences in Arlington by dispersing state funds to deserving grant applicants. The ACC meets once a month, generally at either the Jefferson Cutter House or the Robbins Library, and all meetings are announced ahead of time and are open to the public. The Arlington Cultural Council's e-mail address is: arlington@mass-culture.org. During 2003, one member left when his term expired, one resigned, and four joined the council.

Though much of the Council's business centers around grant cycle activities from October to December, the Council is active throughout the year. Highlights include:

- Members of the ACC attended the March MCC Convening in Worcester, where they shared ideas and procedures with other local cultural council delegates from around the state.
- The Council requested a name change from the Arlington Arts Council to the Arlington Cultural Council, to reflect a broader mission. In May, the Board of Selectmen approved the change.
- The ACC began a regular quarterly column, "Spotlight on the Arts," which appears in the arts section of the Arlington Advocate.
- The first Arlington Arts Calendar, funded by the ACC and supplemented with funding from the Cambridge Savings Bank, was produced and distributed (by insertion into the Arlington Advocate and placement throughout town).
- In June, the Council presented its annual Gideon Cohen Award, given each year to an outstanding Fine Arts student at Arlington High School. This year, two awards of \$400 each were given.
- The ACC had a booth at Town Day, which included the colorful and successful Third Annual "Art at Your Feet" chalk art competition on Lamson Way.
- The ACC sent a letter of concern about cuts in public school arts programs to the Superintendent, School Committee, Board of Selectmen, and others. The letter contained information about how the arts are beneficial to children's development, and cited sources for further study.

The October 15th grant application deadline was preceded by announcements in the Arlington Advocate, and applications were made available starting in September at Town Day, the Robbins

Library, and Town Hall. A coaching session was held in early October for those seeking help in completing their applications. Two presentation evenings were then held, where applicants could elaborate on their projects. The council then voted on the applications; applicants not receiving funds were notified in November, and those receiving funds were apprised of the amount by the end of December (applicants may receive full or partial funding).

In the 2004 grant cycle, twenty-five applications were received from schools, individual artists, and cultural groups. After deliberations, the Council awarded fifteen applicants a total of \$15,456 (which included this year's funds from the state as well as funds taken back from prior years' projects not completed). As every year, difficult choices had to be made in attempting to balance the needs of various segments of Arlington's population while supporting projects of merit. The awards for this year are as follows:

ARLINGTON ARTS COUNCIL GRANTS 2003	
Awardee / Project	Amount
Dallin Museum – Activity Book	\$3,367
Bill Berkowitz – Neighborhood Photography	\$1,200
Pasquale Tassone – New Music for Children	\$2,000
Katherine Lobo – Making Books/Brackett	\$300
Hardy School- Clay and the Learning Process	\$650
Stratton School- Laura Ingalls Wilder	\$200
Peirce School – Folk Dance / Artist in Residence	\$625
Dallin School – Snappy Dance Theater	\$500
Arlington Center for the Arts – Shakespeare in the Park	\$1,250
Arlington Friends of the Drama – Laramie Project Discussion	\$300
Suzanne McLeod – Land Mine, Land Ours (outdoor art)	\$700
Dan Fox – Made in the Shade Musical Performance	\$395
Dallin School – Nutcracker Field Trip	\$630
Townwide PTO Enrichment – Promised Land	\$3,000
Thompson School – visit to historical house (SPNEA)	\$339

ARLINGTON PRESERVATION FUND

These low cost home improvement loans, which are given without regard to financial need, make it more feasible for property owners to have work done correctly according to historical standards whether the properties are in one of the Town's seven historic districts, or listed on the Town's inventory of historically or architecturally significant buildings.

Two loans were granted during 2003: 30 Highland Avenue, a Victorian era house listed in the Town's inventory of historic buildings, is being completely restored, and the Fund was glad to be able to help with part of this extensive process. The other project was a slate roof restoration in the Pleasant Street Historic District. Generally, the Fund does not make loans to cover roof repairs, but an exception is made in the case of slate, since such roofs are not only very expensive to maintain, and often essential to the historic character of the house.

Alan McClennen, Jr., who had been on the Fund's board since its inception in 1983, resigned shortly after his retirement as Director of Planning and Community Development. Mr. McClennen's insights on a variety of matters, his comprehensive knowledge of other Town activities and bodies, and his expertise on all matters related to CDBG will be greatly missed. Gayle Crivelli Kiely, the real estate broker member, who had previously been the Historical Commission's representative on the Board, also stepped down after many years of much appreciated service. Both the Redevelopment Board's designee and the real estate position remain vacant as of this writing.

ARLINGTON HISTORICAL COMMISSION

The Arlington Historical Commission (AHC) was established in 1970 to preserve and protect significant buildings within the Town that constitute or reflect distinctive features of the architectural, cultural, political, economic or social history of the Town. This work is described in the Town of Arlington Bylaws, Title VI, Article 6. Town Meeting voted in 2003 to add the responsibility for overseeing Special Places as provided for in the same Article. To accomplish these goals, the Commission maintains an Inventory of Historically and/or Architecturally Significant Properties and administers the demolition delay bylaw through formal public hearings and informal meetings with owners of inventoried properties. The Commission is an advocate for historic preservation in Arlington, including working for historic preservation in planning and development for the community. The AHC meets the first Tuesday of each month at the Whittemore-Robbins House and all meetings are open to the public.

The Commission conducted hearings on eleven inventoried properties in 2003 and voted to allow the demolition of one structure at 128 Brattle Lane. Oversight on the properties from the 2003 hearings plus work continued from 2002 included: 29 Academy St., 30 Academy St. (formerly 20 Pelham Terrace), 30-32 Addison St., 122 Appleton St., 35 Bailey Road, 22 Brantwood Rd., 3-5 Brattle St.; 20 Colonial Dr.; 193-195 Forest St., 55 Hillside Ave.; 25 Hayes St., 1 Kensington Rd., 821 Massachusetts Ave., 1167 Massachusetts Ave., 23 Maple St., 5-11 Water St. and the Robbins Memorial Library.

This year an inventoried structure was illegally demolished at 193-195 Forest St. A hearing for this property was held in October 2003 when the Commission voted to approve a plan to renovate the structure. In November the structure was demolished. Accordingly the owners have been notified by the Town Building Inspector and the Commission that under the Town Bylaws, "No permit for erection of a new building, paving of drives or for parking shall be issued for two (2) years if a structure is demolished in violation of this bylaw."

The first presentation before the AHC on the buildings planned for 743 Massachusetts Ave., the former site of Time Oldsmobile, was heard at the July meeting. The Commission continues to monitor the progress of the buildings planned for this site.

In 2003, the Commission surveyed the Symmes Hospital site and the Symmes Nurses' Quarters. Both were added to the Inventory. The Commission foresees additional inventories of significant properties in 2004. In addition, the Commission will continue work with representatives of the Academy Street neighborhood on the requirements for creating a new historic district.

Throughout the year, Commissioners participate in activities that educate and inform citizens about historic preservation. The AHC participated in Town Day with a booth and in Town Government Day in May. The Commission continues to work with other Town agencies on the maintenance and restoration of the Whittemore-Robbins House and its outbuildings, the Winfield Robbins Memorial Gardens, the Town Hall and its grounds, 23 Maple Street, and the Jarvis House at 50 Pleasant Street.

Commissioners represented the Historical Commission on various Town boards: including the Historic Districts Commission, Zoning Bylaw Review Committee, Community Preservation Act (CPA) Study Committee, and the Arlington Preservation Fund.

CULTURAL AND HISTORICAL ACTIVITIES



Arlington is remarkably rich in museums for a community its size. The Cyrus E. Dallin Art Museum is proud to take its place among its peers. When it opened to the public six years ago, it exhibited seven sculptures and a few photographs. Now it exhibits 35 sculptures in its four galleries, interpreting their historical context with a range of other productions. The Museum continues to expand its collections and activities as it strives to honor Dallin and benefit the community. Additionally, the Museum continues to work on brand awareness, community outreach, fundraising, acquisitions and expansion.

ACQUISITIONS, OUTREACH AND FUNDRAISING EFFORTS

During 2003, the Museum continued to expand its collection through purchases, gifts, and loans. Restoration and conservation efforts have continued, with work proceeding on several plaster models.

The Museum acquired or received additional gifts and loans of the sculptor's works:

Acquisitions:

- *Sacajawea*, large plaster relief
- *Oliver Wendell Holmes*, plaster bust

Gifts:

- *The Tent*, oil painting
- *The W. B. Wescott Award by the United States National Archery Association*, medal
- *Exposition Universelle Internationale Republique Francaise*, medal
- *Universal Exposition St. Louis*, medal
- *Homage for Massachusetts to the Victorious Commander*, medal
- *Medal of Honor: The Massachusetts Normal Art School* (three medals)
- *Theodore Richards Medal*
- *Fouche Medal*, saluting the men who fought in World War I
- *Massachusetts Normal Art School Medal*
- *How to Make a Country Place*, book owned by Cyrus E. Dallin

- Dallin's cane
- Dallin's sketchbook

Loans:

- *The Panther*, terra cotta
- *Massasoit*, pot metal
- *Lawrence Dallin's House*, oil painting

Conservation was completed for plasters: Julia Ward Howe and The Boston Art Club Medal, bronzes: The Menotomy Hunter, The Teacher Mary Scannell and The Robbins Memorial Flagstaff and oil paintings: The Tent and Lawrence Dallin's House.

Communications and Outreach

The Museum added its virtual tour to the Cyrus E. Dallin web site, www.dallin.org. Visitors to the web site can now take a self-guided tour of selected pieces from the Museum's collection, as well as provide information about Dallin, his subjects, and the times in which he lived. Prepared by the Museum board members in collaboration with Stormship, who donated time and expertise, the tour will continue to be used for information and fundraising.

Board Members worked to strengthen and expand upon programs and relationships begun in the past. Its communications and outreach efforts continue to augment its public presence locally, nationally, and overseas, resulting in annual visitation that has already exceeded initial projections by a factor of three.

Additionally, the Museum has expanded the Board of Directors with the additions of Laurie Cutts and Angela Olszewski. Maria DiGioia and Geraldine Ricci renewed their membership to the Board for another three-year term. David Formanek, founder and designer of the Museum's four galleries, resigned from the Board.

The Museum continues to raise awareness in the press and via other marketing channels. The Museum held a press reception in March 2003, which resulted in news articles, featured in the *Arlington Advocate*, the *Boston Metro* and *The Metro West Weekly*. The Museum plans to expand its marketing communications efforts next year with continued outreach to the press and advertisements placed in key MBTA stations next year.

Through its active web site, the Museum continues to answer many inquiries and learn of the locations of other Dallin sculptures.

The Museum continues to solidify its relationships with other institutions and scholars, most notably Rell G. Francis, the author of *Cyrus E. Dallin: Let Justice Be Done* and the Springville Art Museum in Utah which features many of Dallin's works.

The Museum continued to participate in Town Day and Arlington Open Studios and has increased its visibility through its cooperative efforts with The

CULTURAL AND HISTORICAL ACTIVITIES

Arlington Center for the Arts, the Arlington Advocate, Bentley College, The Stonehurst Museum, The Schwamb Mill and The Freedom's Way Heritage Association.

The Museum participated in a Bentley College Direct Marketing Class taught by Professor Richard Ossen. Four students were assigned to a project of defining a membership program for the Museum that would increase donations by 24%. The Museum and Bentley College anticipate having a five-year partnership.

The Museum continues to work with interns from local colleges. Catherine Adams-Besancon from Bennington College, VT researched and published an article for the *Arlington Advocate* about her great, great grandmother Victoria Colonna Dallin. Marilyn Chaulk from Simmons College, MA served as a docent and attended board meetings. In addition, she researched and published an article in the *Arlington Advocate* about the Museum's two World War I sculptures.

Dedicated volunteers continue to keep the Museum open during regular hours.

Grants and Support

The Museum applied for and received two grants for the development and printing of an illustrate Cyrus E. Dallin activity book for elementary level students to be used with a guided tour of the Museum. One award for \$750 was received from the Arlington Educational Enrichment Fund (AEEF) and the other award for more than \$3,000 was received from the Arlington Cultural Council, the local representative of the Massachusetts Cultural Council.

The Museum continues to seek support from friends and visitors. A major goal for 2003 was to create a direct mail database of our visitors and previous contributors to provide them with information about the Museum and request their ongoing support. A fundraising letter was sent out close to the end of the year and to date we have raised nearly \$5,000.

The Museum continues to merchandise Cyrus E. Dallin and the town of Arlington items as part of its fundraising efforts. The Museum held it's first holiday sale featuring Museum merchandise, local artists and craftsmen in December 2003 raising close to \$500.

The Museum continues to prepare for larger-scale fund-raising efforts.

2004 and Future

A major goal for 2004 is to develop a strategy to expand fundraising, education and outreach.

The Museum continues to prepare for Dallin's 150th anniversary in 2011, which is certain to be the occasion for exhibits and publications. It has begun to assemble a complete collection of the Caproni Brothers' casts of Dallin's sculptures, either for exhibit in Arlington or other museums. The Museum has been contacted by scholars in connection with this project, and continues to consult with others knowledgeable about the Caproni casts.

The Cyrus E. Dallin Art Museum has become a firmly established presence in Arlington and a strong actor in the cultural life of the town. It is open daily from noon to four; admission is free. The collection is professionally maintained and attractively shown. The Board of Trustees looks forward to an expanding collection, to increasing numbers of visitors, and greater public awareness of Dallin and the Cyrus E. Dallin Art Museum.

COMMUNITY SAFETY

ARLINGTON POLICE SERVICES DIVISION



Organization

The Arlington Police Department is proud to provide quality services to the citizens of our town. The Department operates under a community-policing model that encourages citizen participation in solving problems of crime, fear of crime and quality of life issues. The mission of the Arlington Police Department is to promote, preserve, and deliver quality services and to ensure the safety of all members of our community. Our values can be found in our motto "Proactive and Proud"

Partnership - working with others to achieve a common goal.
Respect - showing courtesy for all citizens.
Observant - being aware and alert.
Accountable - taking responsibility for our actions.
Courage - placing others before self.
Tolerant - having patience and concern for others.
Integrity - self respect and being true to one's self.
Valor - acting with honor.
Ethical - setting high standards of conduct.

Professional - pursuing knowledge and experience.
Reliable - always being there when needed.
Opportunity - looking for the best in everybody.
Understanding - showing compassion and sympathy.
Dedication - striving for excellence.

Structurally, the Department is divided into operational and support functions. A command staff of three captains assists Chief Frederick Ryan in departmental planning, budgeting and operation. The captains manage the Community Service Division, the Support Services Division and the Professional Standards/Accreditation Office. The Community Services Division is responsible for operations (patrol functions), security of town buildings, critical incident planning and response, community policing programs, special event planning, traffic and parking

management, animal control, school safety, grants coordination, and effective interaction with the community. The Support Services Division is responsible for criminal investigation, officer training, firearms licensing, outside details, maintenance of departmental records and E-911 dispatch functions. The Professional Standards/Accreditation Office is tasked with developing policies and procedures, working toward State Accreditation/Certification, investigating citizen complaints and proactively addressing issues of professional standards and accountability.

The Department currently has 62 sworn personnel and five full time/one part time non-sworn personnel. This number represents a significant reduction in personnel from prior years. As the result of budget cuts, the Department has been reduced in number by seven sworn officers, one full time non-sworn employee and one part time non-sworn employee. Due to the cuts, there are about 14,560 fewer man-hours available for patrols this year. Because some of these hours cannot be totally eliminated without compromising public safety, an increased burden has been placed on the departmental overtime budget. As the following charts demonstrate, the cuts have put the town of Arlington at the bottom when ranking police coverage per thousand inhabitants for comparable communities.

Town	Popul ation	# FT PO's	Square Miles	PO Per Thousand
Dedham	23,464	60	10.64	2.6
Weston	10,200	26	17.34	2.6
Brookline	54,718	140	6.82	2.5
Milton	25,725	55	13.28	2.1
Newton	82,585	173	18.22	2.1
Westwood	12,557	27	11.12	2.1
Wayland	11,874	24	15.91	2.0
Belmont	24,194	48	4.71	2.0
Concord	16,993	33	25.89	1.9
Sudbury	14,358	27	24.63	1.9
Winchester	20,267	38	6.29	1.9
Framingham	64,989	115	26.44	1.8
Needham	27,557	49	12.70	1.8
Natick	30,510	53	16.06	1.7
Wellesley	26,615	44	10.49	1.6
Lexington	28,974	42	16.54	1.4
Arlington	42,389	62	5.51	1.4

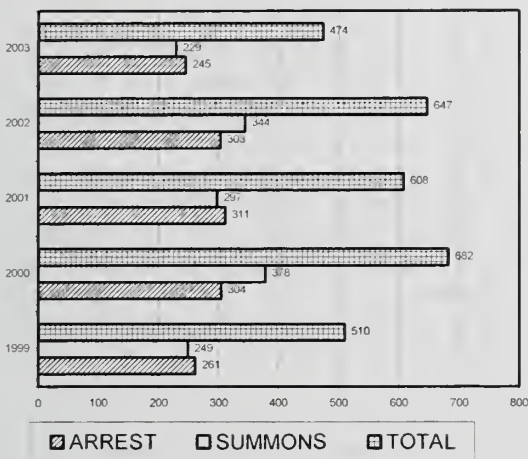
Activity Summary

During the 2003 calendar year the department received 22,807 calls for service, a decrease of slightly more than one percent from the previous year. The term "calls for service" includes all citizen-initiated requests for police assistance, regardless of complaint or need. The number, when compared to that for 2002, indicates that the workload and performance of

COMMUNITY SAFETY

the officers in the Department has remained steady. During 2003, the division arrested 245 persons for various criminal offenses. This number represents a 19% decrease over calendar year 2002. In place of arrest, offenders may be summonsed into court to answer criminal complaints. In calendar year 2003 the division summonsed 229 persons for various criminal offenses. That number represented a 33% decrease over calendar year 2002. The department also took thirty seven persons into protective custody who, because of the ingestion of alcoholic beverage, were a danger to themselves, disorderly, or in need of medical attention.

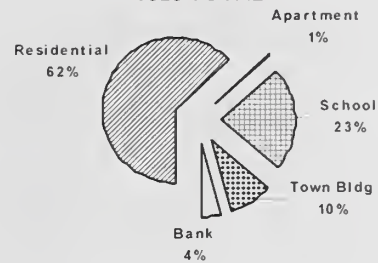
**ARRESTS/SUMMONS
FIVE YEAR TREND**



Although arresting and summonsing people are activities that the general public associates most closely with police, the Arlington Police Department spends the majority of its time on non-criminal "calls for services". This has been true for the department since its inception and is equally true for virtually all other municipal police agencies. It is in the way the department provides services to the community that citizens can see its commitment to the community policing philosophy.

The majority of the calls for service occurred along Massachusetts Avenue, the town's commercial corridor. A large part of the workload involved answering alarm calls. The Department answered over one thousand five hundred alarm calls in 2003. The overwhelming majority of these alarms proved to be accidental or due to alarm malfunction. Nevertheless, officers must be dispatched to all alarms. The following chart shows a breakdown of alarm calls in 2003 by type.

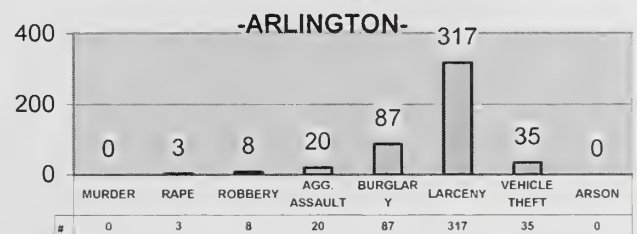
**ALARM CALLS 2003
1525 TOTAL**



Crime in Arlington

The Arlington Police Department collects incident information using a system called the National Incident-Based Reporting System, or NIBRS. NIBRS is an improvement on a system known as the Uniform Crime Reporting Program, or UCR. Since 1930, the F.B.I. has administered the UCR Program using statistics supplied by the various states. At the present time the F.B.I. is encouraging states and local agencies to switch to NIBRS, which provides a more accurate picture of crime in any given community. Only 24 states (including Massachusetts) have been certified and, until more agencies successfully migrate to the NIBRS format, the F.B.I. continues to report crime trends and data in the UCR format. To give context to Arlington's statistics, we have included a chart of UCR index crimes in Arlington for 2003. As the chart demonstrates, larceny is by far the most common UCR index crime in Arlington. Larceny accounts for approximately 67% of all UCR index crimes in Arlington while nationally, in 2002 (the last year for which data is available), it accounted for only 59.4% of such crimes. Within the universe of larcenies, identity theft has emerged as one of the greatest challenges for police. Because thieves can now use electronic means to commit their crimes, issues of jurisdiction (which police agency should investigate?) and venue (which court should hear the case?) are significant problems for investigators. The Arlington Police Department is confronting this phenomenon with increased training for officers in the issue of identity theft and computer crime.

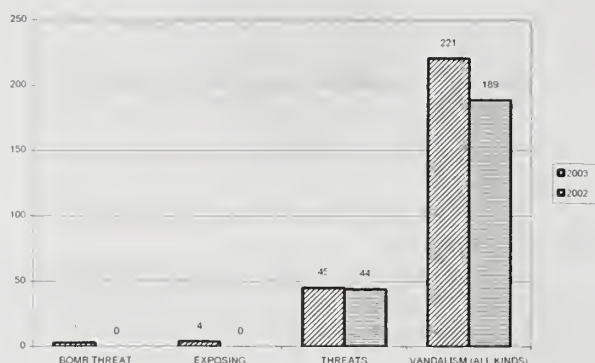
UCR INDEX CRIMES 2003



COMMUNITY SAFETY

Other crimes to which police responded in 2003 (compared with 2002) are shown in the chart below:

SELECTED CRIMES



Investigations

The Criminal Investigation Bureau (CIB) operates within the Support Services Division and is responsible for investigating all violations of the law that occur in Arlington and for assisting the Middlesex District Attorney's Office in subsequent prosecutions. The CIB conducted 1,208 criminal investigations during 2003. One police inspector is assigned as the department's court prosecutor. The court prosecutor is responsible for scheduling officers for court, supervising officers while in court, representing the department at hearings and non-criminal proceedings, and acting as a liaison between the Court and the Police Department. During 2003 Arlington Police performed a total of 4,154 hours of court duty.

A growing problem in Arlington, and across the country, is the new class of criminal using computer technology to facilitate their crimes. Arlington is fortunate to have two officers assigned to cyber-crime investigations.

In February of 2003, after being alerted to a possible threat to bomb the Capital Theater in East Arlington, broadcast in an Internet chat room; Arlington Police joined the F.B.I. in an intense investigation. As a result of that investigation, a suspect was charged under a then new law involving terrorist threats. At the time of the writing of this report, the defendant was scheduled to stand trial in January of 2004.

In a second case, in March 2003, an employee of a local computer business notified police after finding questionable material on a client's computer. Arlington Police secured search warrants and conducted an investigation of the information supplied by the business. As a result of that investigation, an Arlington resident was arrested and charged with possession of child pornography (twelve counts). His apartment was searched and a wide variety of pornographic and computer evidence was seized. The defendant later pleaded guilty to those charges.

In yet a third case, in June of 2003, police were notified by a family member of possible child pornography and sexual assault evidence existing on a computer at a local Arlington residence. Investigators obtained a search warrant for the home along with an arrest warrant for the resident. Computer evidence was subsequently seized from the apartment and the suspect was arrested at his place of employment. He was later indicted by a Middlesex Grand Jury and is awaiting trial as of the writing of this report.

The Criminal Investigation Bureau also handled numerous investigations involving annoying or harassing e-mails, and E-Bay fraud. Currently, as a member of the Northeastern Massachusetts Law Enforcement Council (NEMLEC) the Arlington Police Department has two officers assigned as representatives to the NEMLEC Computer Crime Unit. One officer is scheduled for advanced training in 2004. The other officer has received training from SEARCH through the National Criminal Justice Computer Laboratory Training Center based in California. This training included the investigation of computer crime, and the investigation of on-line child exploitation. Through NEMLEC, the officer attended additional training for computer crime investigations and participated in a twelve week, on-the-job training program while temporarily assigned to the NEMLEC Computer Crime Unit.

Traffic and Parking

The Traffic and Parking Unit operates within the Community Services Division and is responsible for specialized response to traffic enforcement, accident investigation, parking enforcement and collaboration with Town committees and agencies on related matters.

During 2003, the Traffic Unit pursued 87 hit and run crash investigations for the department. One of those investigations was especially noteworthy. A hit and run pedestrian accident occurred on March 27, 2003, at 19 Park Avenue, resulting in serious injuries to the victim. Following a lead provided by a patrol officer assigned to that area, the Traffic Unit was able to positively identify, through trace and DNA evidence, the vehicle involved. After conducting an intensive investigation the operator of the vehicle was charged and is currently awaiting trial.

Enforcement is an important aspect of the Traffic and Parking Unit. During 2003 officers assigned to the unit issued 1,310 citations. The Arlington Police Department as a whole issued 4,915 citations. Additionally, the Parking Control Officers issued 7,267 parking tickets. The Department as a whole issued 19,610 parking tickets. At the end of 2003 the Town hired an additional Parking Control Officer for the Unit, which brings the complement to three.

COMMUNITY SAFETY



The Arlington Police Traffic Unit

Collaboration with other Town boards and agencies is also an important responsibility of the unit. The officer in charge of the Traffic/Parking Unit represents the Chief of Police on the Transportation Advisory Committee (TAC), which reports to the Board of Selectmen. This committee assists the Town in inventive ways to deal with the myriad of parking, traffic and transportation issues confronting Arlington. The unit works with and cooperates with the Board of Selectmen Office, the Parking Clerk Office, Public Works and many other town departments and state agencies. This has enabled the Arlington Police to be more proactive in both traffic and parking issues.

Because it is a specialized unit, officers assigned to Traffic receive a high level of training. During 2003 the officer in charge received specialized training in Critical Incident Command and Speed Management. Patrol officers assigned to the unit received training in Advanced Crash Investigation, Pedestrian Crash Investigation, Commercial Vehicle Enforcement, Commercial Vehicle Weight Enforcement and Racial Profiling. Those same officers will be completing an intensive six-week course that trains them in the field of Traffic Crash Reconstruction. The expertise that these officers will bring to the Police Department will enable it to conduct an analysis of physical evidence, collection and interpretation of evidence, and the application of physical laws (mathematics).

ACCIDENTS IN ARLINGTON



The Arlington Police Department maintains a strong commitment to the community-policing ideal. Community policing can best be described as the partnership between the police and the public to address problems of crime, fear of crime and quality of life issues. The Department, through grants received from federal and state sources, provides a wide variety of programs to both the Department's officers and to the public. Some of the programs used to advance community policing in Arlington include:

- A Citizen Police Academy where residents learn about the structure and performance of the Police Department and agencies with which the Department interacts.
- A Rape Aggression Defense program for women that teaches basic self defense and is designed to boost self esteem.
- A Public Safety Exposition Day where citizens can interact with public safety personnel and learn about the jobs they do and the equipment they use.
- A youth athletic program designed to support youth sports.
- A Bike Safety Rodeo that teaches young people to be safe bicyclists and which offers chances to win free helmets.



Officer James Smith raffles bike helmets

COMMUNITY SAFETY

- An assurance program for elders known as the Are You OK? Program.
- A Neighborhood Watch program.
- Specialized training for police officers in community policing related topics.
- Extra patrols directed to problem hot spots.
- Community outreach to citizen groups and town boards.

During 2003 the department was especially proud of the work of the East Arlington Crime Watch Group. This is an outstanding group of individuals who have seized the philosophy behind the crime watch program and built, in one year, a program that will serve as a model for the rest of the Town of Arlington. The group functioned as an efficient team under the outstanding leadership of its first Crime Watch Captain, Lisa Miner.

Like many crime watch groups, the East Arlington group originally came together in response to a specific problem. Unlike many fledgling groups, however, after the initial problem was solved, the East Arlington group continued meeting and working together to expand and strengthen their group. Today the group has grown to 28 members working to keep their neighborhood safe.

This is an active group which meets monthly to discuss neighborhood concerns. The Arlington Police program coordinator provides statistical information on calls for service at these meetings and, when possible, officers assigned to the sectors covered by the group attend. The group has conducted a neighborhood walk during which problems and concerns were identified and later addressed. It has been successful in convincing area property owners to eradicate graffiti. Computer-savvy members have established an e-mail list for communication between members and have a web site up and running (but still under construction). The group includes members from in and around a subsidized housing complex and has been instrumental in bringing residents in and out of the complex together to discuss common concerns. This is a very desirable situation that historically was missing in the neighborhood. Crime watch members have come to be at ease reporting suspicious situations to the police and have been responsible in at least one case for preventing a house break that ended with the arrest of one suspect on drug charges. Through their hard work, the quality of life for local residents has improved and the fear of crime has been reduced.

The East Arlington Crime Watch Group accomplished all this in less than one year through independent, hard work. It is a model crime watch group and one of which the Arlington Police Department is proud.

Critical Incident Preparedness

During 2003, the Greater Boston Police Council, of which Arlington is a member, offered member agencies an opportunity to participate in a grant-funded program designed to teach first line supervisors the skills necessary to successfully manage critical incidents. In conjunction with the program, two Arlington officers were chosen to be part of a fourteen member teaching team that will provide instruction to about one hundred greater-Boston police agencies by the end of the grant period. All ranking officers in the Arlington Police Department received the critical incident training. The program is based on a nationally recognized model that has been taught to more than 10,000 first responders throughout the United States. Although the course of instruction has special importance following the terrorist incidents of 2001, planning for the program actually began prior to those tragedies. The instruction gives first responding supervisors specific and specialized skill sets needed to manage the crisis phase of a critical incident. It is also designed to emphasize the need for cooperation and coordination of effort and resources among the various responders (police, fire, EMS) that will react to such an event.

In other critical incident response planning, the Arlington Police Department partnered with Arlington Catholic High School (ACHS) in formulating a school safety plan. Over the course of a year, a police captain and lieutenant with specialized training in critical incident planning worked with ACHS staff and administration in formulating a comprehensive critical incident response plan that can be used by school officials in effectively confronting a wide variety of crises that might occur at the school. On April 2, 2003 the Arlington Police and Fire Departments, with the cooperation of Arlington Catholic High School conducted a test of the school safety plan. Also participating in the drill was the Rapid Response Team (RRT) from the Northeastern Massachusetts Law Enforcement Council (NEMLEC), the NEMLEC mobile command post with support personnel and the State Fire Marshall's Office Regional Hazardous Materials Response Team.



INCIDENT COMMANDERS

Police Capt. McLaughlin and Fire Deputy DiRosario confer during Critical Incident Drill at Arlington Catholic High School

A mock drill was conducted that involved the supposed release of a chemical agent in the school. Using the drill as a test, emergency responders were able to assess their response to a school crisis and the school was able to assess their response to a crisis and the effectiveness of their student/staff accountability plan. To the credit of all involved, emergency responders encountered only minor problems and the accountability plan performed perfectly. The importance of such planning and exercises cannot be overstated. In recent years the media has been replete with examples of crises in schools across the nation. The need for effective planning for crises has never been more apparent than now.

Strategic Planning

During 2003 the Department continued work on recommendations made by Crest Associates in their 2000 report and by the permanent strategic planning committee. Goals that have been accomplished to date include:

- Reorganization of the command staff
- Addition of one captain position and two lieutenant positions to the command staff
- Increased work and preparation for accreditation/certification
- Report writing computers for guardroom and cruisers
- Maintenance of separate police and fire civilian administrative personnel
- Creation of a traffic unit
- Acquisition and use of crime mapping and analysis software/hardware
- Creation of a Community Services Division
- Increased use of bicycle and park patrols
- Creation of an internal affairs unit

- Appointment of evidence officer
- Continued active involvement in law enforcement regional partnerships and organizations
- Creation of a permanent strategic planning committee

Community

Armstrong Ambulance Service and its founder Bill Armstrong have long been recognized in Arlington as extraordinarily generous to the community. The Arlington Police Department would like to express its gratitude to Armstrong Ambulance Service for its kind gift of seven automatic electronic defibrillators (AEDs) to the Department in 2003. Studies have shown that the first few minutes after a heart attack are critical in terms of patient survival. For certain kinds of heart attacks, expeditious application of AEDs can provide the difference between life and death. Because police are out on patrol, they are often the first to scenes of cardiac distress. All officers in the Department have been trained and certified in the use of the AEDs and, thanks to Armstrong Ambulance Service, now have additional tools to use in saving lives.



Left to right – Armstrong Ambulance CEO Brian Connor, Chief Ryan, Capt. McLaughlin

COMMUNITY SAFETY

FIRE SERVICES DIVISION



The Arlington Department of Fire Services continues to strive for excellence in the performance of duty and service to the Town of Arlington and the customers it serves. The department is committed to finding better ways of protecting the lives and property of its citizens from the ravages of fire and other disasters and devoted in working together for the betterment of the community.

Knowing that firefighters are held to a higher standard of conduct, the firefighters of the Arlington Department of Fire Services make every effort to uphold those standards. Its personnel take an active role in maintaining a professional image of the Fire Service through promptness, efficiency and dedication to duty.

The Department of Fire Services is responsible for the safety of the lives and property of the community not only from the perils of fire but also from all types of disasters whether man-made or natural. The core function of the department is to prevent fires and to extinguish them with a minimum loss of life and property. Additional responsibilities include assistance during incidents involving hazardous materials, water rescue, and any other type of emergencies requiring trained personnel and equipment. Today firefighters are the first to respond to acts of terrorism as well. The Department of Fire Services is also the primary provider for Emergency Medical Service (EMS) as Emergency Medical Technicians (EMT's) and first responders staff all fire vehicles. Through proper training and fire prevention practices the Department of Fire Services is able to prepare for these emergencies.

Modern firefighting is a complex operation. Old time firemen depended mainly on brawn and courage. These are still important attributes of fire department personnel, but technical knowledge and skills are becoming increasingly mandatory.



Two alarm fire – 108–110 Highland Avenue May 4, 2003

New industrial processes, increasingly hazardous materials, and the construction of larger and taller buildings have multiplied the firefighter's problems in size and complexity. Through proper training and fire prevention practices the Department of Fire Services is able to prepare for responses to these incidents.

The department experienced one additional vacancy this year bringing the total to seven less firefighters over the past two years. All of these vacancies have been the result of retirements. Last year the department was budgeted for twenty-seven officers and fifty-eight firefighters. This year's budget is for twenty-seven officers and forty-nine firefighters.

For the past five years the Department of Fire Services responded to over 4,000 incidents.

The following breakdown by type of incident and number of responses is listed below:

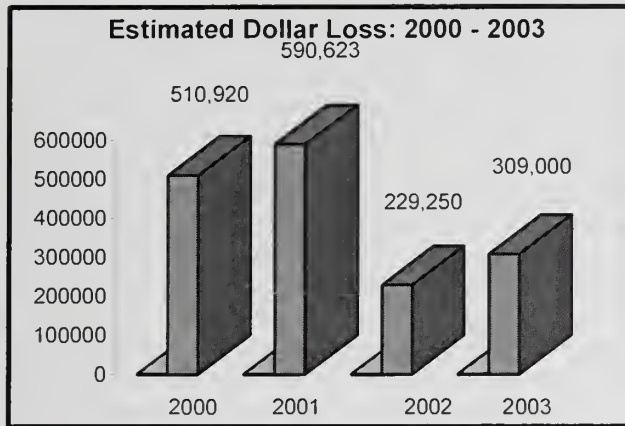
Structure Fires	46
Vehicle Fires	8
Vehicle/ Pedestrian Accidents	96
Medical Emergencies	2326
Outside Fires	28
Assistance to Persons	95
Hazardous Conditions	454
Lock-outs/Lock-ins	93
Water Evacuations	83
Mutual Aid	64
False Alarms	71
Fire Detection Malfunctions	558
Miscellaneous	180

2003 Estimated Structural Fire Loss \$309,000

The structural fire loss this year, although higher than last years, remains below that of previous years.



Firefighters Overhauling



The chart illustrates a comparison of the last four years estimated dollar loss. Taking into consideration the property values in Arlington, these losses were minimal.

Fire Station Rehabilitation

The complete renovation of Arlington's fire stations remains the primary goal of the department. Last year the architectural firm, The Carell Group, Inc., designed and estimated the costs to replace the existing Park Circle Fire Station. In their April 2003 report the cost was estimated at \$2.2 million. This included providing temporary relocation expenses



Design of new Park Circle Fire Station

while the new fire station was constructed as well as construction and fit-up costs for this new building. The architectural masterpieces of the Headquarters and Highland stations will need complete renovations in the near future. The fire stations should remain a high priority for infrastructure improvements.

Website

This year the Fire Services updated its website that is linked to the Town of Arlington's home page. This site offers the citizens of Arlington a better understanding of the services provided along with an opportunity to contact staff personnel, should the need

arise. Included in this site is a profile of the department, its history, fire safety tips and a photo gallery along with links to other related websites and contacts. This website was created and updated by Arlington Firefighter Robert Morse. The Fire Services Division invites you to visit us at www.firedept.arlington.ma.us/

Wellness/Fitness

As mentioned in the past two annual reports the department was awarded a Federal grant for Firefighter Safety and implemented a wellness/fitness program for its firefighters. Fitness Works at Work, Inc., was selected to deliver the program. Firefighters have participated in monthly seminars on nutrition, physical fitness and other health and wellness issues. They have met with personal fitness trainers who designed individualized fitness programs and taught them how to use the fitness equipment purchased. They have had one-to-one nutritional counseling and advice. The grant period ended in June. Since that time the department has sent four firefighters to classes to become certified fitness trainers to assist the other members of the department in their exercise routines and help them meet their wellness/fitness goals. Unfortunately funding was not made available in the FY'04 operating budget to continue this program with professional staff.

Fire Prevention and Investigation Division



The Fire Prevention and Investigation Division is responsible for the key elements of a comprehensive fire prevention program—public education, enforcement of fire codes and ordinances, pre-construction plan review, issuance of permits, property inspection, evaluating built-in fire protection systems and the investigation of all fires.

The Fire Prevention Division has been under the direction of Deputy Chief Wayne Springer for the past 3 years.

In terms of fire prevention for the Town of Arlington, public education is a key component. Without question the most influential group of citizens reached are children. The program, *Student Awareness of Fire Education*, has been an extremely successful curriculum that has been presented to the grammar school children since 1996. This year the Fire Prevention Division visited middle school students as well. The theme of Fire Prevention Week—2003, "*When Fire Strikes – GET OUT! STAY OUT!*" This theme stressed that you can survive a fire in your home if you leave quickly and don't go back inside until firefighters say it's safe. The week culminated with the annual "Open House" at Fire Headquarters, which once again was a huge success.

COMMUNITY SAFETY

Papa Gino's co-sponsored this event. Without their participation and the Arlington firefighters who donated their time it would not have been possible.

Eventually the Fire Prevention Division hopes to expand with a full time public education officer to



Lt. Brian Gera assisting junior Firefighter at Open House

implement a community wide program that would target all the different organizations within the community. This would include not only the schools, but also the elderly, youth groups, as well as civic and business organizations.

Home inspections were conducted for oil burners and/or tank installations as well as smoke detector inspections for all home sales. Residents are reminded to change the batteries in their smoke detectors twice a year.

The Fire Prevention Division issued 6,861 permits and collected \$22,676 in fees during 2003. All fees collected were added to the town's general fund.

Fire Investigation

In May, two of the Department's fire investigators attended a weeklong course for *Incident Response to Terrorist Bombings* at the New Mexico Institute of Mining and Technology. The course is offered by the U.S. Department of Justice and funded completely by the Department of Homeland Security. The primary purpose of the course was to provide police, fire and EMS workers with the skills and knowledge necessary to evaluate and respond effectively to incidents of terrorism that may involve energetic materials (explosives) and other weapons of mass destruction (WMD).

An additional purpose of this course was to prepare selected participants to present awareness level training to personnel in their departments on procedures for responding to WMD incidents involving explosive materials. The course was designed to instill in the participants a respect for the destructive potential of explosive materials that could be used by terrorists in a WMD incident.

As a result of this training the two Arlington Fire Investigators presented four day-long awareness training classes for the four shifts of firefighters and one class for selected civilian department heads, facilities directors, building custodians, housing authority, police officers, medical care personnel and education administrators. The course was well received by the public safety personnel and the civilian participants.

In April of 2004, two more fire investigators will be attending the awareness course in New Mexico in a continuing effort to prepare our first responders to appropriately respond and operate at any incident, large or small scale, involving explosive materials.

Juvenile Firesetters Education Program

The Arlington Department of Fire Services is a member of The Middlesex Juvenile Firesetters Intervention Coalition that provides appropriate screening and intervention education to youths who have been associated with risky fire behavior. Five Arlington firefighters have been trained in interview screening techniques and as fire education instructors. School administrators, parents, youth services and the court system can refer youths to this coalition. Once a trained firefighter has interviewed a youth, a clinical evaluation team reviews the screener's report and makes a determination, based on the findings, of the appropriate course of intervention. If education is deemed proper, the youth is referred to a ten-week age appropriate course on fire behavior that is presented by the Division's instructors.

Six Arlington youths were interviewed in 2003, of which three were referred to the fire education course. Statistics indicate that the middle school age group, ages 12, 13 and 14, are responsible for the highest percentage of fire setting incidents. The Shriner's Burn Hospital offers an awareness program for this risk group. School administrators and the firefighters are currently evaluating the program content. If the curriculum is determined to be appropriate, the hospital staff will be invited to present the program to the middle school students in the spring of 2004.

Emergency Medical Services (EMS)

*Committed to providing effective,
knowledgeable and professional service
to the community*

The Department of Fire Services has been providing pre-hospital emergency medical services to the citizens of Arlington for the past thirty-two years. All firefighters are first responders and all newly hired firefighters are required to become emergency medical technicians (EMT's) as a condition of employment. Currently there are sixty-five firefighter/EMT's. Captain Kevin Shaw, the department's EMS coordinator is responsible for all

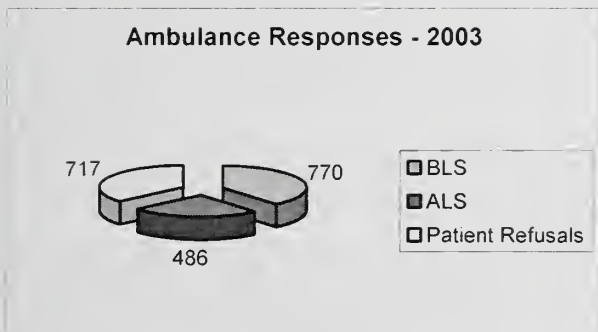
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re-certification training requirements of the EMT's and first responders.

State wide expanded medical care protocols have been instituted at the local level, which will greatly enhance the delivery of fire-based emergency medical care in the years to come. The department's firefighters and EMT's are committed to providing the best effective, appropriate and professional service to the citizens of Arlington.

All the department's emergency medical technicians are trained to assist patients in administering their own nitroglycerin and prescribed inhalers for asthmatics. The fire department also participates in automatic external defibrillators (AED) training. These devices shock a patient's heart into a normal rhythm during cardiac arrest. All department emergency vehicles are equipped with AED's.

The department's rescue/ambulance responded to a total of 1,973 incidents during calendar year 2003. The following pie chart illustrates the number of responses:



Medical incidents are identified as either basic life support (BLS) – non-life threatening or advanced life support (ALS) defined as life threatening. Examples of a BLS incident include sprains, minor lacerations, slight fractures and common illnesses. Chest pain/heart attack, cardiac arrest, strokes/brain attacks, respiratory illnesses or distress, seizures, severe allergic reactions, blunt or penetrating traumatic injuries, severe uncontrolled bleeding and childbirth are all examples of an advanced life-support incident.

Armstrong Ambulance Service provides the paramedics for all ALS responses. The paramedics and non-transport vehicles are based in Arlington.

Based upon information received from a 911 call for medical aid the central telecommunications dispatcher will determine whether the incident requires a paramedic response. Many calls originate as ALS emergencies but after evaluation by first arriving BLS personnel the paramedics are either cancelled enroute or the paramedics continue further evaluation on scene and determine the patient clear for a non-paramedic transport.

Training

Today's firefighters must be prepared to answer the call for a multitude of emergencies. Therefore, training involves more than just practice sessions on putting water on the fire. Arlington's firefighters were continuously training on various facets of the job during the year. Captain Bernard (Chip) Ryan is the department's training officer.

The division was fortunate to have various building owners donate buildings, which were slated for demolition, for fire department training. These buildings were used for practice on ventilation, rescue and hose line advancement operations, as well as, strategic and tactical decision making processes for the fire officers.

On Hillside Ave, a simulated fire incident was conducted. Firefighters were challenged when dispatched to the location without any prior knowledge of what they would encounter. Upon arrival, they were confronted with a situation that tested their abilities to make difficult decisions regarding life safety in stressful situations. People trapped in the building, heavy smoke conditions and screaming victims all added to the stress level, as in real incidents. Fire officers were faced with strategic and tactical decisions, which, if mistakes were made, could compromise life safety.

The Fire Department also made use of the old nurses building at Symmes Hospital to conduct various training scenarios and simulations. Ladder drills, Self Contained Breathing Apparatus exercises and houseline handling were among some of the training conducted at this building.



HAZMAT Team removing firefighter at simulated drill

In early April, a hazardous materials exercise was conducted at the Arlington Catholic High School. The reason for this exercise was two fold. Primarily, the school and our public safety officials, were interested in the school's evacuation plan and how it would transpire in reality. Also, as part of this exercise, various public service agencies were

required to work with each other, as well as senior school officials, to make important unified decisions to mitigate the incident. The Local Emergency Planning Committee observed them with regard to their effectiveness as a unified command entity. North Eastern Massachusetts Law Enforcement Council (NEMLEC) as well as Massachusetts District 2 Hazardous Materials team assisted Arlington Fire, Police and school officials in mitigating this incident exercise. There was a critique of the exercise upon completion. The focus was on how we may be able to improve the response and evacuation in the future, as well as, reinforcement of behaviors and actions that were successful during the exercise.

Medical training for Emergency Medical Technicians was also conducted. Among other things, heat related emergencies, childbirth, defibrillator operations, epinephrine pins, administering of patient's nitroglycerine, c-spine stabilization, cold weather emergencies, CPR and burn treatment were covered during medical training sessions.

Support Services

A master mechanic and motor equipment repairman make up the Apparatus Motor Division. Through attrition the fire apparatus repairman position was eliminated. Their responsibilities include repair and maintenance of all equipment used by the Fire Services Division. They are additionally responsible for the upkeep and installation of the radio communications equipment in all emergency vehicles including central dispatch and the maintenance of the air-supply equipment for self-contained breathing apparatus (SCBA) used by the firefighters.

This past year the Signal Maintenance Division was outsourced to the private sector. Two vendors handle the town wide fire alarm system and traffic signal maintenance and upkeep.

Nine cross-trained police/fire dispatchers are responsible for the timely dispatch of all emergency vehicles utilizing the computer-aided dispatch (CAD) system. This past year two dispatchers completed a five-week course of study at the Statewide Emergency Telecommunication Board Enhanced 9-1-1 Training Center in Westborough, MA receiving certification in Emergency Medical Dispatch.

Auxiliary Fire Personnel

The professional assistance of these dedicated volunteers is greatly appreciated. Joe Marshall, a town meeting member, is in charge of this group. They donated over 1,500 hours of service to the Town in 2003. These 22 individuals assisted the Massachusetts Emergency Management Agency (MEMA) during storm emergencies and assisting our fire personnel with the use of their Lighting Plant/Generator Unit and replenish air supplies to the self-contained breathing apparatus (SCBA) used by our firefighters.

Local Massachusetts Emergency Management Agency

The town's Local Emergency Management Agency is comprised of representation from the Board of Selectmen, fire, police, public works, board of health, school and the data-processing departments along with representation from the American Red Cross, local media and civilian personnel. Owen R. Carrigan, a town meeting member is the LEPC chairperson. This group has been working diligently over the past two years to become state certified. Having met the requirements for "start-up" certification an application for "provisional" certification was filed this year. These certifications entitle local emergency planning committees' for state funded grants. A grant to begin Community Emergency Response Teams (CERT) was received this year; something you will be hearing more about in the near future.

Promotions/Retirements/Appointments

There were no promotions or new appointments in the Department of Fire Services during 2003. In the Support Division, Michael Brydges was appointed as a telecommunications dispatcher in January. Retiring from the Department of Fire Services was Firefighter Ronald Mullane with thirty-two years of service. From the Support Division Richard Lavalle, fire apparatus repairman, retired with 33 years of service and Robert McGurl, signal maintainer, with 32 years of service.

Conclusion

The Fire Services Division remembered all the victims of September 11, 2001 during a Memorial Service at the Headquarters on the second anniversary of this tragic event.

INSPECTIONAL SERVICES DEPARTMENT

The Inspectional Services Department is responsible for enforcement of The Commonwealth of Massachusetts Building, Electrical, and Plumbing & Gas Codes, as well as all related regulations, standards and Town Bylaws. Additionally, The Inspectional Services Department implements strategic projects as assigned by the Town Manager and is presently administering the streetlight replacement project.

In 2004, the Inspectional Services Department issued a total of 3,253 permits of which 1,083 were Building permits, 785 were Plumbing permits, 698 were Gas permits and 687 were Wiring permits. Total fees collected by the Inspectional Services Department in 2004 were \$598,148.

PLANNING AND COMMUNITY DEVELOPMENT ARLINGTON REDEVELOPMENT BOARD

The Arlington Redevelopment Board (ARB) is the planning board for the Town and fulfills those functions envisioned by the State for local governments to assist in and regulate the development of the town. The ARB is charged with planning for the orderly development of residences and businesses and the streets and infrastructure needed to serve them. This function takes on different appearance in different towns. In Arlington, the Redevelopment Board's planning responsibilities take the form of conducting planning studies, recommending zoning regulations to Town Meeting, and issuing special permits.

Arlington's planning board differs from most in that it is also a redevelopment authority. Arlington was the first town in Massachusetts to create a combined planning board and redevelopment authority. As a redevelopment authority, the ARB is authorized to own property and to create urban renewal projects such as the Symmes Hospital site. The Board also owns and manages a number of Town buildings which it leases.

The Arlington Redevelopment Board is made up of five Arlington residents appointed to three-year terms. These individuals serve without compensation. Each member must become familiar with zoning law and regulations and devote countless hours to reviewing project plans, negotiating with developers, attending evening meetings (frequently once per week), and guiding the planning efforts of the Town. It is these five individuals who are entrusted with the policy making responsibility and with special permit granting authority.

In addition to providing for the orderly development of property, the planning board must anticipate needs and problems that development, or population change, or change in economic conditions may bring. The ARB carries out this responsibility by reviewing all significant development projects, commissioning studies, and marshalling grant funds for the development of public facilities to compliment other public development funded by the Town budget. It is the planning studies and the Zoning Bylaw that provide the guidance for how Arlington develops. The documents constitute a policy plan for the Town and instruct the ARB in its issuance of special permits. The Zoning Bylaw lists the uses for property that are allowed in town and specifies where each use is allowed. Certain uses are allowed only by special permit and those that are of a certain size and location qualify for environmental design review before the Redevelopment Board.

The issuance of a special permit in the environmental design review process usually involves months of meetings with the developer to hone their proposals into something that meets the eighteen criteria against which it must be judged. In 2003, the ARB issued permits for two new developments, amended two others and began permit review on two more.

In continuing response to the Arlington Business Community Study, which was completed in 1996, the Board used federal planning funds to suggest streetscape improvements to the Arlington Center business district. The proposed plan of improvements was made public in September and presented to the Arlington Chamber of Commerce.

In 2002 the Town Meeting voted to purchase the Symmes Hospital and turn it over to the ARB for redevelopment. The ARB then financed the study conducted by the Symmes Advisory Committee to determine the best re-use of the site. The Town Meeting amended the urban renewal plan in order to conform to the study and in July, 2003 the ARB issued a Request for Qualifications to locate developers that could redevelop the site in concert with the criteria that had been developed in the previous year and a half. The ARB selected four developer teams to compete for the right to redevelop the site. A Request for Proposals was issued in October and responses were received at the end of the year. In the following year, the ARB must determine the best proposal and designate the developer to purchase and develop the site. The ARB will bring the proposal to the Town Meeting which must approve a zoning change to make the development possible.

The Redevelopment Board owns and operates seven buildings in the town. Most of the buildings are leased to private tenants, however parts of the Jefferson Cutter House, the Gibbs School, and the Central School are used by Town organizations. Many of the buildings are former schools and are located in residential areas where zoning restricts their uses. The majority of uses in the buildings therefore are nonprofit and frequently schools. The main uses of the Crosby, Gibbs, and Parmenter school buildings are private schools which serve many Arlington citizens. The Arlington Center for the Arts and the Kelliher Center (for the developmentally disabled) located in the Gibbs School building also serve Arlington citizens in ways that are considered a compliment to the community. In addition to providing needed services, the operation of these properties has preserved the usability of the buildings and returns a positive cash flow to the Town each year.

Another property under the jurisdiction of the ARB is the former landfill known as the Reed's Brook site. The Town purchased the property in 1995, and in 1997 the Town Meeting decided to turn it into a park. The completion of the first phase of park construction

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was essentially done in 2002, and then completely finished in 2003. The first phase mitigated the flood hazards by the installation of new storm water facilities including the construction of a three-acre storm water detention area. The improvements ended decades of flooding problems suffered by the immediate neighborhood. In the summer, the ARB awarded a construction contract for the second phase that will finish the park development. Completion is expected in 2004.

The Department of Planning and Community Development has responsibilities in addition to support of the ARB. As the name implies, the department also has community development responsibilities; as such, the Department is responsible for the distribution and management of \$1.5 in federal funds. The funds are earmarked for certain activities only and must generally serve lower income people. These Community Development Block Grant funds can also be used for some public facility improvements. Combining the planning and community development responsibilities in the planning department serves to coordinate the efforts. A plan must be prepared each year relative to the distribution of funds and the funds must serve the needs identified and implement the strategies to meet the needs. The funds, therefore, also serve to support ongoing planning efforts such as two traffic improvement studies begun this year, and the continuing support of the efforts of Vision 2020 program.

One of the identified needs prompted the creation of the position of Director of Housing within the Department. The housing effort is designed to increase the supply of affordable housing. The Director works closely with the private, nonprofit Housing Corporation of Arlington and with the North Suburban Consortium, a group of seven communities (Arlington, Chelsea, Everett, Malden, Medford, Melrose, and Revere) which as a body is eligible for additional federal funds. Working with these groups, the Town has added two two-family homes in 2003 to its stock of rental housing, making a total of 21 housing units that have been made permanently affordable in the past three years. The Housing Director has also been instrumental in administering the Arlington's inclusionary zoning bylaw. The bylaw requires that fifteen percent of all new housing projects over six units be made affordable. Since the bylaw was passed by the Town Meeting in 2001, six units of housing have been made permanently available to income-qualified people.

The Menotomy Weatherization Assistance Program is also part of the Department. The program provides assistance in the areas of weatherization (insulation, window replacement, etc.), furnace and appliance upgrades to save fuel and electricity, and also administers the Home Rehabilitation Loan

Program. All programs are available to income qualified individuals in Arlington. The program also serves the communities of Belmont, Lexington, Watertown, Cambridge, Somerville and Waltham. The program is supported entirely by State and Federal grants and has serviced nearly 6,400 homes in the last sixteen years.

The Department is frequently called upon by citizens for advice on changes that a person may want to make to his or her property. The Zoning Bylaw contains dimensional regulations which frequently affect the additions and alterations that a property owner can build. The department stands ready to provide such advice and homeowners are encouraged to consult with the Department and the building inspector when contemplating changes.

This year the Planning Department saw the retirement of Alan McClennen who served as its director for 29 years. Mr. McClennen came to the Department in 1974 shortly after the Redevelopment Board was formed in its current structure. When he first arrived, Arlington passed a building moratorium and completely rewrote its Zoning Bylaw under Alan's direction. It is this bylaw, passed unanimously by Town Meeting in 1975, that still serves as the guide for Arlington's development.

The Department qualified to receive Community Development Block Grant funds beginning in 1976 and led a nationwide struggle to maintain the eligibility of Arlington and similar communities in the early 1980's. In 1979 Arlington took on its first Urban Renewal Project in which it redesigned and revitalized the Arlington Center business district. This gave the Department another valuable tool to further planning goals in Arlington and made it possible for the Town to take on the Symmes Arlington Conservation and Improvement Project today.

Shortly after Mr. McClennen came to work in Arlington, the nation's energy crisis made apparent the possibility of savings that could be realized through energy conservation and brought home the need to realize such energy savings. It also was learned that the savings made a difference in the lives of the poor who were least able to make the capital improvement needed to realize the savings. The Menotomy Weatherization project grew out of Arlington's response under the direction of Alan McClennen. The need and the resources to meet the need continues today and the Menotomy program has grown to include a staff of five and has evolved to serve other communities as well as Arlington. This valuable service that allows Arlington's less fortunate to stay in their homes (both owners and renters) and at the same time reduces the nation's energy demand is provided without any impact on the Town budget.

Under Mr. McClennen's direction, the Department grew in capability and in service to the

COMMUNITY DEVELOPMENT

Town yet its personnel budget, corrected for inflation is about one third of the 1974 budget.

Alan McClennen's dedication was such that he missed one Town Meeting in his twenty-nine year tenure. He frequently attended four evening meetings a week as a member of many citizen committees that support and influence Arlington's development. Alan developed today's planning department into an organization that serves Arlington in a variety of ways that compliment the development of the Town of Arlington. During his tenure, he secured more than \$53 million in grants and guided the issuance of special permits for Arlington property worth over \$150 million. The Zoning Bylaw which he initiated remains a living document which has been modified over 200 times to keep it current. The challenge for all of us is to continue the thoughtful and resourceful guidance of the Town.

ZONING BOARD OF APPEALS

In 2003, the Zoning Board of Appeals heard and rendered decisions on twenty-seven petitions as prescribed in Massachusetts General Laws, Chapter 40A, The Zoning Act, and, also, further clarified by the Town's Zoning Bylaw.

The Petitions heard by the Board include Variances, Special Permits and Appeals of zoning decisions rendered by the Inspector of Buildings as well as interpretations of Zoning Bylaws.

**Petitions Heard By Zoning Board Of Appeals
2003**

Type	Granted	Denied	With- Drawn	In Process
Petitions for Variance	3			
Applications for Special Permits	17		3	
Petitions for Variance & Applications for Special Permits (Combined) Appeal of Decision of Inspector of Buildings	3	1		
TOTALS	23	1	3	0
Total Petitions filed with Town Clerk	27			
Hearings continued by the Board while in session	0			

The Zoning Board of Appeals has three members appointed by the Board of Selectmen who also appoint two associate members to attend Hearings when a member, or members, cannot sit for a particular Hearing. All Hearings are open to the public and are usually held on the second and fourth Tuesdays of the month and are held in the Selectmen's Hearing Room on the second floor of the Town Hall or the conference room located on the

second floor of the Town Hall annex. All Hearings are advertised in The Arlington Advocate for two consecutive weeks and posted on the Town Clerk's Bulletin Board at least three weeks before the hearing date. The Rules and Regulations of the Zoning Board of Appeals are on file in the Office of the Town Clerk and in the Zoning Board of Appeals' Office at 51 Grove Street.

ARLINGTON HOUSING AUTHORITY

This year marks the Arlington Housing Authority's fifty-fifth year offering housing to low and moderate income persons either through direct housing in government-owned developments or subsidized housing in privately owned dwellings. As an independent and quasi-municipal agency, the Arlington Housing Authority is charged by statute with providing safe and affordable housing for eligible persons.

The Arlington Housing Authority manages 1,156 housing units: 520 units for elderly and/or residents with disabilities, 176 units designated for family housing, a home for 13 mentally challenged residents, and 447 vouchers that help participants live in privately-owned dwellings throughout the community.

The Authority is funded through State and Federal government programs. Properties owned by the Authority are exempt from local property taxes, yet the Authority annually pays the maximum "in lieu of" taxes as allowed by state statute.

Board of Commissioners

The Board of Commissioners of the Authority is the policy making body of the agency. The five members of the Arlington Housing Authority's Board of Commissioners are: *Chairman* Dr. Patricia Worden, *Vice-Chairman* Nicholas Mitropoulos, *Treasurer* John Griffin and *Members* Richard B. Murray and Freeland Abbott. Ms. Joan Pippin serves on the Board as Tenant Representative for the Section 8 Program (Federal rental assistance) and Ms. Merceita Johnson serves as the Alternate Tenant Representative for that program.

Ms. Worden continued her service as the Authority's designee to the Symmes Advisory Committee, Mr. Mitropoulos continued his service on the Housing Corporation of Arlington board of directors, and Mr. Griffin continued his service as the Authority's representative on Arlington's Affordable Housing Task Force.

The Executive Director, Franklin W. Hurd, Jr., is appointed by the Board of Commissioners and manages the day to day operations of the Authority.

In its effort to bring its decisions closer to tenants, the Authority continued its practice of conducting many of its meetings in the various

Authority-owned developments. This has allowed the opportunity for more tenant input and has provided a forum for open discussion of issues relating to living in our housing facilities.

Year in Review

In 2003, the Arlington Housing Authority continued improvements to its properties, began a major building security initiative, administered lease amendments and parking policies, continued its tenant services programs, and worked on the problem of affordable housing in the community.

PROPERTIES

The Authority, through the financial assistance of the Department of Housing and Community Development, completed the installation of 127 furnaces in the Menotomy Manor 200-1 brick townhouse development. This \$488,000 project is particularly important to the tenants who pay their own heating bills.

A new business entrance was put into service via the ramp on Railroad Avenue. Those wishing to do business with the Administrative Offices of the Authority can now access the offices without having to enter through tenant common areas.

Regular board meetings are now conducted in the new John F. Cusack Board Room. This meeting room, located on the second floor of the Winslow Towers building, was built completely by AHA maintenance employees. It allows for better public access to meetings, better parking options, and it limits public access through tenant common areas. We recognize the special efforts of the following maintenance employees who contributed greatly to this project: Robert Cronin, Philip Whitney, and Joseph Bastardi.

New benches and over one hundred and eighty new stoves were installed in the Winslow Towers and Chestnut Manor developments, and a new furnace and water heater were installed in the thirteen-unit Francis Donnelly Residence.

The Authority upgraded plugs and switches in eighty-eight family units in Menotomy Manor, and continued its conservation efforts by replacing faucets and fixtures. Improved productivity was achieved by the purchase of new landscaping equipment for Menotomy Manor. Work that had previously taken four days can now be accomplished in one.

The major kitchen and bathroom modernization project awarded for Menotomy Manor by the Department of Housing and Community Development was to be scheduled for architectural and design stage; however, it is currently on hold due to reductions in state funding.



Arlington Housing Authority: seated (l. to r.): Joan Pippin, Tenant Representative, Patricia Worden, Chairman, Merceita Johnson, Alternate Tenant Representative. Standing (l. to r.): Nicholas Mitropoulos, Vice-Chairman, Richard Murray, John Griffin and Freeland Abbott.

SECURITY

In response to requests from the tenants of the Menotomy Manor 200-2 family development, the Authority had deadbolt locks installed in all fifty duplex units. These new locks should provide an added degree of safety for these tenants.

The Authority has performed a study of all its facilities and is currently working on a security system that will provide surveillance where needed in all developments. In 2004, a minimum of two locations will be set up with cameras and recording equipment that will have a remote access capability through the Internet.

Camera use will be limited to building common areas, hallways, entrances, and the outside grounds and parking lots. An added benefit will be that the maintenance department will be able to monitor weather and site conditions to insure effective deployment of personnel.

Winslow Towers tenants were the first to receive the new fob security access keys for their building. Fobs, which are used like regular entry keys, are controlled by a central computer system. Lost fobs can be disabled to help prevent unauthorized access to a building, and an audit trail will be available for review if needed. Tenant reception to this new access was very favorable, and tenants in other buildings are looking forward to the installation in their buildings. Chestnut Manor and Cusack Terrace are scheduled for 2004.

ADMINISTRATIVE

The Administrative Staff implemented new amendments to the leases in the State programs. In accordance with a Department of Housing and Community Development mandate, rent changes and late fees were established.

COMMUNITY DEVELOPMENT

At the request of tenants and tenant organizations, the Authority implemented the new Tenant Parking Policy of "Sticker Only" parking which helps to insure authorized tenant parking in all authority owned parking lots.

The Section 8 Tenant Advisory Board continues to meet with their representatives Joan Pippin and Merceita Johnson, the Executive Director, and the Section 8 Coordinator. Ms. Pippin and Ms. Johnson serve as the Tenant Representative and Alternate Tenant Representative to the Board of Commissioners and vote on issues relating to the Section 8 program.

The Authority completed its first year as a member of the new MassNAHRO Centralized Section 8 Wait List program. The list is now open to all daily. Arlington residents are given a preference.

A new AHA website design was completed and is scheduled for release in March 2004.

TENANT SERVICES

Sue Culhane, Tenant Service Coordinator, continued her active participation in the bi-monthly meetings of the Geriatric Providers Group. This group, consisting of representatives from over twenty outside agencies, meets regularly to insure communication between these agencies and providers for the benefit of our elderly tenants.

The annual cookouts for the elderly and disabled residents were held in each of our four elderly/handicap developments. The "Beach Party" theme was a complete success, and the turnout at each event was bigger than ever. The 2003 "Tenant of the Year" awards were presented at each cookout event. This year's winners were: Ida Fisher (*Drake Village*), Marie Connors (*Chestnut Manor*), Alice Ezekelian (*Winslow Towers*), and Mary Eliopoulos (*Cusack Terrace*). Tenants balloted for the winners in their respective building.

The Authority continued to work cooperatively with the volunteer teachers from the Ottoson Middle School for the highly successful "Operation Success" Program. The program offers onsite tutorial and homework assistance, and computer training to the middle school students of Menotomy Manor in the evenings throughout the school year.

Janet Doyle, AHA Office Manager, continued her work on the Youth Watch program through monthly meetings with members of various agencies in the community to monitor the activities of troubled youths. The group cooperatively works on ways to help provide assistance to local "at risk" juveniles.

The Authority continued its participation in the Community Work Program sponsored by the Middlesex Sheriff's Office. A "Spring Cleanup", in all elderly and family properties, was performed by inmates for the third year in a row, under the

supervision of Sheriff's personnel and AHA maintenance staff.

AFFORDABLE HOUSING

The Authority continues its efforts to deal with the problem of high fair market rents in Arlington.

The Section 8 Program reached its 100% leased rate, a goal that took nearly four years to reach.

The Authority submitted an article before the 2003 Annual Town Meeting, petitioning the Town to sell part of the Symmes land to the AHA for the purpose of constructing up to seventy-five units of elderly/handicap housing. Unfortunately, this initiative failed to receive the support of the Town Meeting.

The Authority was pleased to assist the Town with its affordable housing efforts. The Authority provided twenty-four hour, seven day per week maintenance support for over twelve units owned and operated by the Town's non-profit community development corporation, Housing Corporation of Arlington, Inc. Once that organization acquired enough units to make these services viable, the Authority was no longer needed to provide this service. Currently the organization is self sufficient in maintaining its properties independently.

The Arlington Housing Authority would like to thank all its employees for their dedication throughout the year in providing safe, decent and affordable housing to over 1,150 low and moderate-income families.

VISION 2020

On June 8, 1992 Town Meeting created the Vision 2020 Standing Committee as a committee of the Town to... ensure the long range planning process initiated by the Town in 1990, ...also, to create, implement, monitor and review methods for open, town-wide public participation in the Vision 2020 process."

The now long-standing official Standing Committee, with the motto - *A Proud Past, A Focused Future* - followed a two year exploratory process involving about 1400 Arlingtonians, and was led by the original Vision 2020 Steering Committee of Town leaders. The current goal-focused, Task Group and Standing Committee structure evolved during that two year period and forms the organizational basis for its work today. Supported by federal Community Development Block Grant monies and occasional other grants and donations, it is both the project and process of a dedicated group of town leaders, Town employees and volunteers. This collaboration permits its work to focus around the framework of the Town Goals, established by Vision 2020 and adopted by Town Meeting in 1993, to help the Town move toward

those goals, to explore others and meet the challenges its future might present.

During these twelve years, the Standing Committee and its Task Groups - Business, Communication, Community and Citizen Service, Culture and Recreation, Diversity, Education, Environment, Fiscal Resources, Governance, and a Student 2020 at Arlington High School - have reached out to townspeople for input to shape and refine its agenda. This is accomplished by the annual Vision 2020 Report, an insert pamphlet to the Town's Census Mailing, which briefs all Arlington households on its activities and accomplishments, recruits interested townspeople for its goal-centered projects, and surveys these households on key issues important to the Town's future. The Vision 2020 Town Day Booth is used for similar purposes, as are the numerous task group projects, publications, proposals, suggested policies and practices which inform and highlight Arlington: how to learn about it, how to use and value its resources, and, mindful of its heritage, how to help it grow in the twenty-first century.

Significant Vision 2020 Accomplishments In 2003

- Proposed, defended, and saw passage of Warrant Article 32 at the Annual Town Meeting requiring the Town to have a minimum goal of LEED (Leadership in Energy and Environmental Design) Silver Certification in all new Town building projects;
- Produced the booklet *A Tour of the Arlington Reservoir*, first designed to be used by Arlington fifth grade art and science program students, authored by Recreation Commissioner Leslie Mayer and Conservation Commissioner David White, both members of Vision 2020's Reservoir Committee, now available at Town offices;
- Proposed and, with the help of The Board of Selectmen and other entities both private and public, produced the first *Arlington Celebrates October as Diversity Month* with six town-wide events;
- The Environment Task Group's Sustainable Arlington Committee received an award from the State for "Municipal Sustainability Practices and Purchasing;"
- Assisted the Town in obtaining a "S. 319 Grant" making available Federal funds for installing deep-sump catch basins to remediate the runoff along Route 2. This grant will be shared with Belmont; and,
- Created and analyzed the responses to the 2003 Vision 2020 Census Insert Survey with its principal focus on the FY '04 budget challenges. (Abstracted results follow)

A Summary of Responses to Vision 2020's Survey Accompanying the Town's 2003 Annual Census Mailing

Tough Choices Ahead...Arlington Needs Your Help was designed to help Arlington residents understand the potential budget dilemma facing the Town. This information was gathered from reliable sources to shed some light on the anticipated impact of likely reductions in revenues needed to provide the level of services expected by Arlington residents for FY '04.

The survey, mailed to each household in January of 2003, asked for residents' preferences in solving the budget dilemma, especially in two areas - Reducing Expenses and Raising Revenue - using a projected deficit for FY '04 of approximately \$8.5 million. More than 1,750 responded - about 9% of Arlington households. Some respondents selected cutting costs in some way or raising revenues exclusively, about 12-14 % for each. About 74 % opted for a combination of solutions. A majority of these respondents favored increased revenues as the preferred contributor to the solution.

Vision 2020 is most grateful to the members of 1,750 Arlington households who spent the time to absorb the information presented and then recorded their preferences, their suggestions and additional information regarding their thoughts on life in the community.

The following Respondent Preferences represent a summary of the responses received. Note that the total number of respondents for each question varies as respondents made their own choices for which questions to answer.

Respondent Preferences for Solving Arlington's Budget Dilemma

Reducing Expenses (1,640 responses)

- Education
 - • No Cuts: 56%; Some Cuts: 44%
- Community Safety
 - • No Cuts: 50%; Some Cuts: 50%
- Public Works and Parks
 - • No Cuts: 47%; Some cuts: 53%
- Human Services & Libraries
 - • No Cuts: 39%; Some Cuts: 61%
- Committed Funds
 - • No Cuts: 25%; Some Cuts 75%
- All Other (Administrative)
 - • No Cuts: 31%; Some Cuts: 69%

Raising Revenue (1,640 responses)

- Override
 - • 63% would favor; 37% would not (average recommended: greater than \$4 million)
- Trash Fee (Pay As You Throw)
 - • 52% would favor in some form; 48% do not

COMMUNITY DEVELOPMENT

- Accept Community Preservation Act
 - • 65% would favor in some form; 35% do not

Fees for Other Town Services Users of service pay new or increased fees (1,636 responses)

- Double Overnight and Parking Permit Fees
 - • 51.1% would favor higher fees; 48.9% would not
- All Day Kindergarten
 - • 33.3% would favor charges; 66.7% would not
- Charge for Organized Use of Athletic Fields
 - 46.8% would favor charges; 53.2% would not
- Double Parking Lot Meter Fees
 - • 43.9% would favor charges; 56.1% would not

Sale of Town Assets - (e.g. Town forgoes rental income in the case of Gibbs School) (1,636 responses)

- Fox Library
 - • 19.2% would favor sale; 80.8 % would not
- Gibbs School
 - • 16.6 would favor sale; 83.4% would not
- Park Circle Fire Station
 - • 19.1% would favor sale; 80.9% would not

Other Sources of Revenue

The following query - Would you support a non-binding referendum question placed on the statewide ballot asking the legislature to increase State Income Tax? - produced 1,423 household responses:

Why did you Choose to live in Arlington?

Rank Order by Total Tallies Years of Residence

<i>Residency Groups</i>	<i>TOTAL TALLY</i>	<i>I) >0 to 2 years</i>	<i>II) 3 to 5 years</i>	<i>III) 6 to 10 years</i>	<i>IV) 11 to 15 years</i>	<i>V) 16 to 25 years</i>	<i>VI) 26 to 35 years</i>	<i>VII) 36 to 49 years</i>	<i>VIII) 50 + years</i>	<i>blank</i>
I. Prox to Metro Bost	1199	209	227	236	116	139	93	77	48	54
C. Public Trans	973	152	183	187	92	108	83	66	57	45
G. Residential	623	91	99	103	58	77	64	57	43	31
D. House Afford	620	108	101	130	73	91	43	32	19	23
E. Prox to School/Work	597	109	117	113	54	80	44	42	11	27
H. Access to rest/ent.	568	131	144	126	50	47	18	19	17	16
K. Schools	504	67	92	112	37	51	53	41	32	19
F. Community	503	81	89	109	53	55	34	31	35	16
J. Open space/rec	445	95	87	93	45	47	21	20	19	18
R. Libraries	407	54	65	68	45	47	36	33	36	23
B. Diversity	321	55	69	79	38	39	12	15	5	9
A. Family Ties	296	23	22	18	13	26	42	50	81	21
P. Historic Char.	276	46	49	52	25	25	19	21	24	15
Q. Safety and EMS	246	39	35	34	24	31	20	20	26	17
O. DPW Services	232	14	16	22	18	21	33	43	51	14
N. Arts Support	134	22	23	30	13	17	7	9	7	6
M. Town Mtg gov't	119	6	11	10	9	13	18	20	24	8
L. Volunteerism	80	9	8	16	8	14	8	5	7	5

- • 57.5% would favor; 42.5% would not support

Additional Comments and Suggestions as Incremental Solutions:

- • Impose a 1/2% tax on local cafe and restaurant meals
- • Raise the local auto excise tax
- • Band together with other towns to self insure
- • Enforce the present overnight parking ban, and issue fines
- • Slow down capital projects
- • Aggressively seek viable businesses for vacant structures and lots on Massachusetts Avenue
- • Take advantage of low interest rates and refinance debt
- • Consolidate payroll functions
- • Increase parking permit fees
- • Evaluate the practice of police and fire overtime
- • When purchasing Town vehicles, purchase fuel-efficient ones if possible
- • Increase fees for pet owners

While requesting respondents' comments regarding the Town's fiscal dilemma, Vision 2020 also asked residents to list the number of years they had resided in Arlington, to share why they chose to live here, and which town characteristics are most important to them.

The charts below display their responses in total, and by their number of years in residence:

COMMUNITY DEVELOPMENT

Which Characteristics are most important to you today?

Rank Order by Total Tallies Years of Residence

Residency Groups	TOTAL TALLY	I) >0 to 2 years	II) 3 to 5 years	III) 6 to 10 years	IV) 11 to 15 years	V) 16 to 25 years	VI) 26 to 35 years	VII) 36 to 49 years	VIII) 50 + years	blank
I. Prox to Metro Bost	611	103	113	121	64	81	47	37	24	21
C. Public Trans	511	89	84	104	52	51	54	24	26	27
K. Schools	421	58	80	107	52	50	31	14	15	14
F. Community	394	42	61	98	54	46	45	20	18	10
H. Access to rest/ent.	345	53	83	73	43	43	27	7	11	5
E. Prox to School/Work	321	53	70	65	34	39	27	9	8	16
G. Residential	299	36	47	46	30	43	40	25	17	15
J. Open space/rec	289	53	52	76	38	27	22	6	7	8
R. Libraries	241	22	36	49	40	32	28	11	11	12
D. House Afford	229	54	41	46	27	21	11	13	6	10
B. Diversity	192	21	36	49	26	25	18	7	4	6
Q. Safety and EMS	183	21	18	26	19	28	24	19	19	9
O. DPW Services	150	9	12	15	18	19	23	24	22	8
P. Historic Char.	114	13	18	16	14	18	10	10	10	5
A. Family Ties	111	8	13	11	5	11	20	12	21	10
N. Arts Support	83	10	10	15	11	19	9	5	2	2
L. Volunteerism	73	6	5	17	16	10	10	5	3	1
M. Town Mtg gov't	66	5	3	9	9	11	13	7	7	2

Another area of Vision 2020's Survey focused on Transportation Issues:

Several questions were inserted to determine the average number of automobiles per household, the number of licensed drivers and their patterns of commuting. The data collected impact traffic calming and other issues studied by the Transportation Advisory Committee. (1,629 households responded)

- • The 1,629 respondent households represent 2,642 commuters.
- • The average household responding reported 1.7 automobiles and 1.8 licensed drivers.
- • Of the 2,642 commuters represented
 - • 62% commute by auto
 - • 21% commute by public transportation
 - • 8% commute by bicycle or walking
 - • 8% work at home
 - • 2% carpool
- The five most common destinations for these Arlington commuters are Boston, Cambridge, Lexington, Arlington and Waltham.
- The next most frequent destinations are Burlington, Bedford, Somerville and Watertown.

The Transportation Advisory Committee plans to track these statistics in future years, hoping to effect a decrease in the number commuting by auto and thus increase those commuting by other modes.

Vision 2020 is most grateful to all who responded to this rather lengthy survey, and to those who have indicated interest in or are already involved in the work of its Standing Committee and Task Groups.

Additional Vision 2020 Efforts in 2003

Since most of Vision 2020's efforts, projects and achievements are collaborative, the following list is shared with many other entities in town and we are grateful to them for their cooperation and collaboration. Also, in helping the Town focus on moving forward, these efforts are often awareness pieces, i.e. designed to educate and create ownership. Others are more specific - tangible goals, practices, suggested governance structures, products, information, surveys, and forums. Listed below are some of these collaborative endeavors.

- Organized Candidates Night and the Warrant Review with The League of Women Voters of Arlington, and The Board of Selectmen;
- • Helped facilitate the Tri-Community(Arlington, Belmont and Cambridge) Flooding Symposium and continued to participate in Tri-Community discussions;
- • Continued to study the possibility of community-based health insurance as a way of collecting local health data, building a modular single payer system and the advantages of separating health-financing from employment;

COMMUNITY DEVELOPMENT

- Prepared for and participated in a Luncheon for College Administrators in order to acquaint them with the Arlington Public Schools and emphasize that Arlington welcomes their students, teachers and administrators as well as their interns of color;
- Continued dialogue with the Arlington Public School system regarding minority hiring;
- Sponsored Multicultural family gatherings and events;
- Produced the Third Annual "State of the Town Address" and Reception with the Board of Selectmen;
- Began a new "Profiles in Diversity" Project with *The Arlington Advocate* involving story tellers and story gatherers from the Arlington community;
- Sponsored and produced four Ecological Gardening Classes as part of the required education component for the Department of Environmental Management Grant for Spy Pond;
- Conducted cleanups and flyer distributions at Spy Pond and the Arlington Reservoir;
- Started a project creating lists of community characteristics that the Town can use as benchmark comparisons for delivery of its services; and
- Continued efforts to build a Volunteer Databank for the Town.

Vision 2020's leadership changed in July with the retirement of charter member and Vision 2020 Standing Committee CoChair, Alan McClennen, Jr. As Director of Planning and Community Development, Mr. McClennen spent twenty nine years of dedicated work in our community. His inspired guidance and encouragement of this largely citizen planning effort for the thirteen years since its inception cannot be overstated. Vision 2020 is very grateful for his generous leadership, and wishes him well. Town Planner Jo-Martha Glushko joined Jane Howard in July as new CoChair.

Vision 2020 also is especially thankful to those who continue on this project, now 14 years old, to help the Town focus its future while valuing its present and past. Their skills, opinions, expertise, research, fact gathering, collecting and tallying data, distributing flyers, marking the stormdrains, conducting and attending countless meetings, taking notes, creating the speakers series, the cleanups, the bird walks, and the concrete and creative ideas - all offered generously - have helped Arlington's Vision 2020 process continue to assist the Town in preparing for issues impacting its future.

OPEN SPACE COMMITTEE

The Open Space Committee (OSC) was established by Town Meeting in 1996. Over the past

eight years, representatives of key Town entities, including the Park and Recreation Commission, Conservation Commission, Cemetery Commission, Redevelopment Board, and the Departments of Planning and Community Development, Public Works, and Human Services and concerned citizens have met regularly to exchange ideas and discuss ways to protect the Town's open space resources.

The Open Space Committee serves an oversight function but does not have direct management responsibility for Town properties. Its primary purpose is to enhance communication and coordination among those entities that do have management authority. In addition, the OSC seeks to raise broad-based community concerns and to advocate for the planning, stewardship and appropriate uses of the Town's open spaces.

Open Space Plan: In early 2003 the committee completed several years of work on updating the Town's Open Space and Recreation Plan for 2002-2007, and in April 2003, it was approved by the Massachusetts Executive Office of Environmental Affairs (EOEA) Division of Conservation Services. The final published plan was presented to the Board of Selectmen and Town Meeting in May 2003. Copies are available for reading in the Robbins Library, Planning Department, Town Clerk's office, and selected other Town offices. The entire plan, including numerous maps and photographs, is available on the Town website (http://town.arlington.ma.us/town/osc/osp/OSP_Report.php).

Symmes Hospital Site: The OSC, working through Brian Rehrig, its representative on the Symmes Advisory Committee, continued to monitor and offer advice on open space and public access concerns during the redevelopment planning process. Several OSC memos addressed such recommendations as preserving the Summer Street woods, constructing a public "vista park" at the top of the hill, and including a memorial park for cremated remains.

Friends Groups: Arlington has many active volunteer friends groups for particular open space sites, such as Menotomy Rocks Park, Spy Pond Park, Robbins Farm Park and Arlington's Great Meadows. In addition, the Reservoir and Spy Pond committees of Vision 2020 keep an eye on and advocate for those actively used areas. Other special interest groups include Green Streets, which promotes the use of native plants in Town parks and landscaped areas, and the recently established Town Hall Gardens Stewards Group. Using guidelines in the Open Space Plan, OSC members are working with these and other groups and Town departments to develop comprehensive management and maintenance plans for the Town's key parks and natural areas.

Town Events: The OSC again participated in Town Day in September, to inform residents about the committee and its activities. Among the display materials and handouts were maps identifying local open spaces, copies of the Open Space Plan for 2002-2007, flyers about the Conservation Commission's Land Stewards Program, and a sign-up sheet for residents interested in getting more involved. The committee shared its space with the Arlington Land Trust.

Other Activities: The OSC continues to monitor a wide range of open space concerns that affect the Town and its residents' quality of life. Some of the issues that have come before the committee during the past year are private residential and commercial encroachments on the Donald R. Marquis/Minuteman Bikeway; proposed engineering changes to the earthen dam surrounding the Reservoir; and subdivisions of residential lots and infill development, especially in areas that abut existing open spaces, such as Turkey Hill and Poet's Corner. The committee remains vigilant about pursuing opportunities to acquire undeveloped parcels in Town, such as the Mugar land and Knowles Farm, as prioritized in the Open Space Plan. The OSC also endorsed the Community Preservation Act (another priority in the Plan), although Town Meeting failed to approve a warrant article to bring the Act before the voters.

Open Space Committee Members

Several significant membership changes occurred in 2003. Alan McClennen, Jr., retired from his position as director of the Planning and Community Development Department for the Town, and from his participation in many Town committees, including the Open Space Committee, which he helped to establish. Two other long-term members retired during the year: Karsten Hartel, a citizen representative who served as OSC chair; and Bernice Jones, who represented the Park and Recreation Commission. Member Oakes Plimpton chose not to renew his three-year appointment to the committee, but he and Karsten were instrumental in founding the Menotomy Bird Club. New OSC members are Joey Glushko (Planning Department), Elizabeth Karpatis (Vision 2020), Leslie Mayer (Park and Recreation) and Teresa DeBenedictis (Department of Public Works).

During 2004 the committee will continue to collaborate with other local government entities and community and school groups to advocate for the maintenance and management of the Town's valuable open space and recreation resources, in accordance with the goals and priorities outlined in the approved 2002-2007 Open Space and Recreation Plan. Areas of special attention will be the planning and redevelopment of the Symmes site, the Reservoir

dam project, the completion of park and recreation facilities at Reed's Brook/McClennen Park, and the preparation of management plans for key Town properties.

ARLINGTON BICYCLE ADVISORY COMMITTEE

Background:

The Arlington Bicycle Advisory Committee (ABAC) was appointed by the Board of Selectmen in 1996 to advise the town on improving local bicycling conditions for both residents and visitors. The Committee promotes all forms of safe bicycling in town -- from recreational riding on the Donald R. Marquis/Minuteman Bikeway to using the bicycle for transportation and errands on town roadways.

BAC meets monthly to discuss bicycle-related topics and issues in town. Meetings are posted in advance and open to the public.

Recent Highlights:

In the past year, ABAC has advised and worked on a wide range of projects and initiatives:

Sponsored a zoning warrant article that adds guidelines for safe and orderly parking of bicycles in town. Town Meeting approved the article on April 28, and Arlington's bicycle-parking requirements are now specified in Section 8.13 of the Zoning Bylaws.

Hosted a mobile-workshop bicycle tour of the Donald R. Marquis/Minuteman Bikeway for participants of the Rails-to-Trails national conference on June 28. During the tour reception in Arlington Center, a special proclamation was presented to retiring planning director Alan McClennen, Jr., honoring his role in making the Donald R. Marquis/Minuteman Bikeway a reality. The proclamation was signed by the Boards of Selectmen from Arlington, Lexington, and Bedford.

Organized the 6th annual BIKE-Arlington Tour, a casual 8-mile bicycle tour around town, on May 18. Members of the Arlington Police Bicycle Unit also supported this fun and informative community event.

Advised on bicycle transportation issues related to the current Mass Ave corridor study in East Arlington.

Hosted an information booth at Arlington Town Day, where ABAC members distributed bicycle-related information and discussed local bicycling issues with the community.

Worked with the Department of Public Works to provide basic maintenance on Arlington's 3-mile stretch of the Donald R. Marquis/Minuteman Bikeway. Also worked with Arlington Green Streets to cut back and remove invasive weeds along the bikeway. For more information on the Donald R.

COMMUNITY DEVELOPMENT

Marquis/Minuteman Bikeway, see the website at www.minutemanbikeway.org.

Participated in various events hosted by the Massachusetts Bicycle Coalition (MassBike), including Massachusetts Bike Week and Bike Night.

Represented Arlington at the National Bike Summit in Washington, D.C., organized by the League of American Bicyclists in March. Met with U.S. Representative Edward Markey to encourage support for federal Transportation Enhancements funding for local-area bicycling, pedestrian, and transit improvements.

Future Plans:

ABAC is planning to organize a number of community events in 2004, including a winter social at the Whittemore-Robbins House for local-area cyclists, the 7th annual BIKE-Arlington Tour in May (which might become part of a larger alternative-transportation fair), and an informational booth at Arlington Town Day in September. ABAC is also assisting the Arlington Open Space Committee in preparing a management plan for the Donald R. Marquis/Minuteman Bikeway, advising on proposed improvements for Arlington Center (especially related to improved bicycle parking and better bikeway connections in the center), and researching grant-funding options for various projects.

If you are interested in local bicycling matters, please attend an upcoming ABAC meeting. For more information, contact the Department of Planning and Community Development at 781-316-3090, or e-mail jackjohnson@alum.bu.edu. ABAC usually meets monthly on the first Monday in Town Hall.

TRANSPORTATION ADVISORY COMMITTEE

The year 2003 was the second full year of operation for the Transportation Advisory Committee. The TAC was established by the Board of Selectmen in the late spring of 2001 to advise the Selectmen on transportation matters for the Town, and to work cooperatively with the Police, Public Works, and Planning Departments. Members of the Committee during 2003, and the areas represented were:

Citizens:

Scott Smith - Precincts 1-7
Elisabeth Carr-Jones - Precincts 8-14
Ralph Elwell - Precincts 15-21
Larry Englisher - Resident at Large
Michael Rademacher - Resident at Large
David Walkinshaw - Chamber of Commerce
Edward Starr - School Committee

Town Staff:

Lt. James McHugh: Director of Traffic Division for Police Department

Richard Bento, followed by John Sanchez: Director of Public Works

Alan McClellenn, followed by Kevin O'Brien - Director of Planning and Community Development

Jack Hurd is the liaison for the TAC to the Board of Selectmen.

The committee's goal is to improve the quality of life in Arlington by increasing safety for all modes of transportation, while balancing safety with mobility, the environment, and public health. The "Three E's" of transportation: Enforcement, Engineering and Education are the areas in which the TAC, Arlington Police Department's Traffic Division, the Public Works Department, and the Planning Department work together. We are also fortunate to have the support of the Arlington Advocate.

TAC Activities in 2003 included, but were not limited to, the following:

- **Baseline traffic information for Arlington.** Continued to collect traffic volumes and speeds at key locations, as well as an analysis of 10 years of crash data from Mass Highways. Baseline data is essential for understanding current use, and for assessing future changes that occur due to additional development or to regional changes in traffic patterns.
- **Thermoplastic Crosswalks:** Seven crosswalks on Mass Avenue were coated in thermoplastic materials to compare cost and effectiveness. The success of this trial has led to a plan for additional critical crosswalks to be coated with thermoplastic material each year. Thermoplastic is much more visible than paint and lasts for several years. Paint needs to be applied annually and fades out during the winter months when it is most needed.
- **Mass. Ave. corridor:** Due to its wide and heavy use, most pedestrian crashes in Arlington occur along Massachusetts Avenue. Designs that would improve safety and maintain mobility are being examined in preparation for a time when state or federal funding will become available via the federal Transportation Improvement Program (TIP). In general, funds get allocated to those projects that are prepared. In the interim, smaller less expensive improvements are under study. One such improvement, in conjunction with Cambridge and the MDC, was the modification of the traffic signal sequence and lane markings to improve safety and mobility at the Mass. Ave. and Rte. 16 intersection.
- **Critical Crosswalks:** Critical crosswalks have been designated based upon traffic volume, visibility, and pedestrian use. The TAC selected new signs to announce critical crosswalks that are a more visible color (lime green). These signs are now installed on Summer Street at Oak Hill Drive and on Pleasant Street at Kensington Park, and at

other locations. On wide streets such as Mass. Avenue, on-street pedestrian warning signs are used for critical crosswalks.

- **Symmes Redevelopment Project:** Along with Arlington's previous and current Directors of Planning, two TAC members have been active in the Symmes project. Serving on the Symmes Advisory Committee are David Walkinshaw and Elisabeth Carr-Jones, who has been the TAC's designated representative.

In addition to the above TAC-initiated activities, five requests from the Board of Selectmen were analyzed and recommendations made. These included Jason St./ Spring St., Bishop School, Quincy St. and Gray St., Rawson Rd./Broadway/Foster St., and Pleasant St. The TAC also participated in Town Day for the first time, using that venue to provide education in local traffic matters.

METROPOLITAN AREA PLANNING COUNCIL

The Metropolitan Area Planning Council is the regional planning and economic development district representing 101 cities and towns in metropolitan Boston. In addition, the Council shares oversight responsibility for the region's federally funded transportation program as one of 14 members of the Boston Metropolitan Planning Organization. The Council's legislative mandate is to provide technical and professional resources to improve the physical, social and economic condition of its district, and to develop sound responses to issues of regional significance. The Council provides research, studies, publications, facilitation and technical assistance in the areas of land use and the environment, housing, transportation, water resources management, economic development, demographic and socioeconomic data, legislative policy and interlocal partnerships that strengthen the operation of local governments.

The Council is governed by 101 municipal government representatives, 21 gubernatorial appointees, and 10 state and 3 city of Boston officials. An Executive Committee, composed of 25 members, oversees agency operations and appoints an executive director. The agency employs approximately 30 professional and administrative staff. Funding for Council activities is derived from contracts with government agencies and private entities, foundation grants, and a per-capita assessment charged to municipalities within the district.

In the past year, the Council has focused on initiatives that respond to regional challenges, some of which include:

Municipal planning: working with more than 25 communities under the Executive Order 418

program. EO 418 provides communities with up to \$30,000 in state funding to undertake overall visioning on local planning issues, including housing, economic development, natural resources, and transportation.

Bringing advanced technology to cities and towns in the region: a contract with Pictometry International will provide aerial photographic images that municipal departments, including police and fire, can utilize to improve service delivery.

Adoption of smart growth principles: MAPC developed and adopted principles of good planning practice that will encourage sustainable patterns of growth to benefit people living throughout the metro Boston region. MAPC is also a founding member of the Massachusetts Smart Growth Alliance.

Metro Data Center: The Center is an official US Census affiliate, helping to distribute demographic data throughout the region, including demographic, economic, and housing profiles for all 101 communities in metro Boston.

Transportation planning: as vice chair of the Boston Metropolitan Planning Organization, MAPC worked to develop the 25-year Regional Transportation Plan as well as the annual Transportation Improvement Program, including transportation spending priorities for the region. We also spearheaded development of transportation spending criteria, taking into account environmental, economic, and equity considerations.

Metropolitan Highway System Advisory Board: MAPC staffs this board, established in 1997 by the Commonwealth to advise the Massachusetts Turnpike Authority on issues relative to land use, air rights, zoning, and environmental impacts associated with development of land owned by the authority.

Regional Services Consortia: The four regional consortia established by MAPC collectively purchased \$18 million in office supplies and highway maintenance services for its 31 member municipalities. The project also facilitates collegial forums among members' chief administrative officers focused on collaborative problem solving and resource sharing.

Metro Mayors Coalition: Working with the mayors and city managers of 10 municipalities in the urban core on issues such as group purchasing, employee health insurance, security and emergency coordination, and municipal relief legislation.

Homeland security: addressing homeland security issues by facilitating cross-municipal partnerships between police, fire, and emergency management departments to acquire and share equipment, and more generally to plan for emergencies involving multiple municipalities.

Hazard mitigation: initiating a federally-funded partnership to produce a hazard mitigation plan to protect nine coastal communities in the event

of natural disasters, including flood, winter storm, wind, fire, and geologic hazards.

Please visit our website, www.mapc.org, for more details about these and other activities.

Metrofuture: Making A Greater Boston Region

MAPC has launched a new civic process, called MetroFuture, to create an updated regional vision and growth strategy for metropolitan Boston. MetroFuture engages city and town governments, state agencies, non-profits, business, labor and academic groups in this planning process. The outcome will be a vision and growth strategy that puts the region on a sustainable path in terms of land use, economic, environmental and social issues. MAPC will need the support of a broad range of organizations in the region to help plan, fund and implement this new framework for addressing the challenges facing metropolitan Boston.

The effort to create this new strategy was launched on October 29, 2003 at a Boston College Citizens Seminar. More than 400 citizens from a wide range of local and regional groups attended the event, and expressed their opinions on the region's resources and challenges as well as their own visions for the future. This input will be critical as we move to the next phase of this exciting multi-year project. Please visit the project web site, www.metrofuture.org, for more information.

Inner Core Committee (Arlington, Belmont, Boston, Braintree, Brookline, Cambridge, Chelsea, Holbrook, Lynn, Malden, Medford, Melrose, Nahant, Newton, Quincy, Randolph, Saugus, Somerville, Waltham, Watertown, Winthrop)

The Inner Core Committee (ICC) determined overall transportation goals for the sub region and prioritized transportation projects. It then used these results to review the draft Regional Transportation Program, Transportation Improvement Program, and Unified Planning Work Program and provided comments to the Metropolitan Planning Organization. In addition, the ICC began planning for the Inner Core Regional Visioning and Growth Strategy events, created a spin-off committee to help plan the events, reviewed and forwarded comments on the Land Use Reform Act to MAPC's Legislative Committee, and developed guidelines for reviewing and commenting on large-scale projects in the sub region. The committee hosted meetings on a variety of planning topics including economic development funding programs, the MBTA's land disposition program, and Department of Housing and Community Development's Planned Production Guidelines. In addition to ICC members, others, including state agencies, local community development corporations, and residents of the sub region attended these meetings.

TOWN MODERATOR

Town Meeting

Arlington's legislature, the Town Meeting, has an unusually busy year, being in session continually on Mondays and Wednesdays from late April until mid-June. There were fourteen sessions of the Annual Meeting, four of a Special Meeting in May (which were co-extensive with ATM sessions the same nights) and one session of a Special Town Meeting in October. Attendance varied from 71% to 86%, an improvement over the prior year.

The following are some of the significant actions taken at the Annual Town Meeting (ATM). Numbers in parentheses are article numbers:

- *Land Use* In the area of land use, bicycle parking facilities were mandated for new projects requiring design review, i.e. large commercial and residential developments (4). Provisions were accepted to facilitate possible leash-free dog park areas in the future (9 and 10) although no areas were specifically so designated. Under the Special Places by-law (8), subsequent Town Meetings were give the power to designate a limited number of buildings or sites of "exceptional importance" to the Town as "special places," so that they and their immediate environments would be protected from untoward development.
- *New Committees* Several committees were established: to study protection of public and private trees (29), to study a community based health insurance program (20), and to study the feasibility of a program to re-inspect vacant premises to assure compliance with safety regulations (19). An existing committee, the School Facilities Working Group, was amended to add members to represent the school districts where the school buildings have not yet been re-constructed (74).
- *Structure of Government* An article calling for changes in the qualifications of the Town Manager provoked extended debate. Eventually, it was decided to remove the requirement of prior town manager experience but to keep intact the residency in Arlington requirement (28). There was a motion to reconsider on the final night but this was defeated. On a less controversial note, the Meeting overwhelmingly approved a by-law amendment creating the position of Assistant Moderator (14) who will be elected each year by Town Meeting to preside if the Moderator is absent, and otherwise assist the Moderator.

- *Rejected Concepts* The Meeting voted against the imposition of a fee for trash collection ("pay as you throw") (30-31); against the Community Preservation Act (33-34) which would have allowed state money to flow to the Town for affordable housing, conservation, and historic preservation; against allowing package stores (17) or a Town-owned package store (18); and against a new fire station at Park Circle (68)
- *Environmental Concerns* In a nod to the environment, the Meeting approved a by-law requiring new Town buildings or substantial additions to meet the Silver Certification of the Leadership in Energy and Environmental Design Green Building Rating System (32) unless the Permanent Town Building Committee finds it "inappropriate."
- *Financial* The \$85,000,000 omnibus budget (54) was approved after considerable controversy on the police and fire appropriations, and the deletion of a proposed user fee for the athletic fields. The capital budget (56) of over \$11,000,000 was also approved after defeat of an attempt to add money for repairs to the Dallin School. The former Gibbs Junior High School can be leased by the Redevelopment Board for an additional ten years (76)
- *Resolutions* The concept of using the Town Meeting as a forum for the discussion of matters over which the Town has no control came to the fore in the shape of two articles proposing resolutions. One, condemning the USA Patriot Act (81) passed after contentious debate and a roll-call vote, 98-48 with 20 abstaining, while the other, encouraging parents to refrain from corporal punishment (82), was defeated.
- *Procedural Changes* Suggestions by the Selectmen to move the starting time of the Meeting from its traditional 8 pm to 7:30, and to hold a Saturday session were turned down decisively. Another Selectmen suggestion, to take speakers alternately from "for" and "against" lines, was tried, but found not very satisfactory.

The **May 5 Special Town Meeting** took substantially all or part of four sessions. Except granting the Conservation Commission a time-limited power to give variances from the local wetlands by-law (5), the business was exclusively on the re-use of the former Symmes Hospital campus. The broad-bush outlines of the concepts advanced by the Symmes Advisory Committee (SAC) were approved (3), and some minor amendments to the Redevelopment Board's (ARB) urban renewal plan were also endorsed by the Meeting (Article 4).

The most time consuming and unusual proceedings involved Article 2 filed by the Arlington Housing Authority (AHA) to purchase 40,000 square

feet to build housing for the elderly and disabled. Despite opposition by the SAC, ARB, and Board of Selectmen, the AHA brought its proposal to Town Meeting. Prior to the second night of discussion, a meeting was held under the sponsorship of the Selectmen in order to reach a compromise. The compromise was achieved, but the proposal as so amended was nonetheless rejected by the Meeting.

The October 15 Special Town Meeting revisited the idea of abolishing the requirement that the Town Manager live in Arlington (2). After extended debate, and rejection of an amendment that would have allowed for an extended acting manager appointment, the Meeting voted to petition the General Court to amend the Town Manager Act to remove the requirement. The vote was close and went to a roll call. The Meeting also accepted a statute increasing certain real estate tax exemptions (3).

The traditions of Town Meeting include the singing of The Star Spangled Banner and an invocation at the beginning of each session. On the opening night, the Menotomy Minutemen paraded in with the colors before accompanying the Anthem with fife and drums. On May 7 and 21, respectively, the Arlington High School Madrigal Singers and the Ottoson Middle School Select Chorus, both conducted by Cheryl Hemenway, sang the Anthem and, after the invocations, gave brief choral recitals.

On other nights Town Meeting Members Geoffrey Gee and June Howard played the piano accompaniment, a service performed by Selectman Kevin Greeley for the October session.

Invocations were given by: Stephanie Alexander, assistant rabbi at Temple Isaiah; Mary Lou Burke, pastoral associate at St. Eulalia Church; Hugh Steven Carroll of the Salvation Army; Rev. Brian M. Flatley, pastor of St. Agnes Church; Rev. Dr. Nicholas M. Kastanas, pastor of St. Athanasius the Great Greek Orthodox Church; Rabbi Richard I. Meirowitz of Temple Shir Tikvah; Rev. James E. O'Leary, pastor of St. Camillus Church; Rev. Linda Fisher Privitera, rector of Church of Our Saviour; Rev. Dr. Mikel E. Satcher, pastor of Trinity Baptist Church; Rev. Carlton Smith, interim minister of First Parish Universalist-Unitarian Church; Rev. Jed N. Snyder, pastor of Countryside Bible Chapel; and Rev. Barbara Whittaker-Johns, minister of First Parish Unitarian Universalist Church.

The functioning of the Town Meeting would not be possible without the invaluable assistance of Town Clerk, Corinne Rainville in many different ways; also Assistant Clerk Stephanie Lucarelli, who takes attendance, and the Selectmen's office which has responsibility for preparation of the nightly agenda.

LEGISLATIVE

TOWN MEETING MEMBERS As Of December 31,2003

PRECINCT 1

Anderson, Kristin L.	12 Upland Road West	2006
Norton, Ann	119 Sunnyside Avenue	2006
Oesterle, Jeffery T.	53 Gardner Street	2006
Kneeland, John G., Jr.	100 Decatur Street	2005
McGaffigan, Elizabeth	32 Silk Street	2005
McGaffigan, Paul J.	32 Silk Street	2005
Mills, Kevin M.	28 Mystic Valley Pkwy.	2005
Barry-Smith, Chris K.	37 Silk Street	2004
Boltz, Barbara Ann	27 N. Union Street, #8	2004
Cleinman, Stuart P.	113 Sunnyside Avenue	2004
Cuddy, Martin W.	6 Patrick Street	2004
Paul, Marie J.	86 Gardner Street	2004

PRECINCT 2

Caggiano, Michael A.	9 Putnam Road	2006
Casieri, Anthony C.	22 Margaret Street	2006
Houser, Paul C.	40 Eliot Road	2006
Logan, William	7 Mary Street	2006
Carabello, Joseph P., Jr.	156 Lake Street	2005
Fiore, Elsie C.	58 Mott Street	2005
Fiore, Peter J.	58 Mott Street	2005
McCabe, Mark W.	4 Dorothy Road	2005
Carey, William A., Jr.	155 Lake Street	2004
Cella, Augustine R.	99 Spy Pond Parkway	2004
Cella, Steven R.	34 Spy Pond Pkwy.	2004
DeCoursey, Stephen W.	7 Cheswick Road	2004

PRECINCT 3

Barrett, William H.	16 Cleveland Street	2006
Dratch, Robin M.	70 Teel Street	2006
Ferrante, John A., Jr.	38 Waldo Road	2006
Robillard, James F.	58 Broadway	2006
DiBona, Pamela A.	77 Grafton Street	2005
Griffin, Jean M.	42 Oxford Street	2005
Simas, Charles J.	42 Oxford Street	2005
Tosti, Allan	38 Teel Street	2005
Boschi, Osmano	51 Winter Street, #2F	2004
Hausman, Melissa A.	38 Marathon Street	2004
Hayward, William F.	68 Cleveland Street, #2	2004

PRECINCT 4

Carlisle, Anne J.	116 Massachusetts Ave., #B	2006
Costa, John J.	82 Milton Street	2006
Eberle, Jay Arthur	80 Varnum Street, #1	2006
Gibbons, Christopher A.	993 Mass. Avenue, #302	2006
Costa, Patricia A.	82 Milton Street	2005
Ferrara, Ryan J.	94 Varnum Street	2005
Laite, George	25 Lafayette Street	2005
Piandes, Kerry T.	26 Chandler Street	2005
Logue, Rona S.	43 Magnolia Street, #1	2004
Marshall, Joseph M.	72 Varnum Street	2004
Piandes, George N.	24 Chandler Street	2004
Scoppettuolo, Robert P.	27 Magnolia Street	2004

PRECINCT 5

Dodge, Mary M	119 Palmer Street	2006
Gilmore, Mary C.	33 Beacon Street	2006
Egan, Patricia A.	132 Webster Street	2005
Walton, Douglas D	31 Bowdoin Street, #1	2005
DuBois, Abigail	83 Park Street	2004
Goodsell, Colleen	23 Orient Avenue	2004
Goodsell, Thomas G.	23 Orient Avenue	2004
Smith, Scott B	39 Amherst Street	2004

PRECINCT 6

Gearin, John J.	382 Massachusetts Ave., #703	2006
Guion, James T.	137 Herbert Road	2006
Murray, Richard B.	38 Marion Road	2006
Hollman, Aram G.	12 Whittemore Street	2005
Randolph, Andrew M.	8 Wellington Street	2005
Reynolds, Lisa M.	1 Pond Terrace	2005
Rosselli, Emelio J.	14 Lake Street	2005
Bento, Dennis	12 Orvis Road, #2	2004
Fischer, Andrew S.	25 Lombard Road	2004
Reale, Lisa M.	244 Massachusetts Ave., #2	2004
Krikorian, Helen Morookian	45 Lake Street	2004

PRECINCT 7

Baron, Sheri A.	10 Raleigh Street	2006
Tobin, Daniel J.	70 Harlow Street, #2	2006
Villandry, Peter V.	63 Tufts Street	2006
White, Robert Manning	95 Everett Street	2006
Kennedy, William J.	18 Webster Street	2005
McKinney, Laurence O.	30 Foster Street	2005
Smith, Walter R.	19 Tufts Street	2005
Tobin, Margaret E.	70 Harlow Street	2005
Connors, Joseph M.	78 Bates Road	2004
Hughes, Kenneth W.	20 Webster Street	2004
Sharpe, Theodore W.	51 Palmer Street	2004

PRECINCT 8

FitzMaurice, John A.	17 Lakeview	2006
Jones, Bernice K.	21 Kensington Road	2006
Lobel, Joshua	73 Jason Street, #2	2006
Worden, Patricia B.	27 Jason Street	2006
Berkowitz, William R.	12 Pelham Terrace	2005
Bohn, Judith T.	38 Academy Street	2005
Leone, John D.	51 Irving Street	2005
Rowe, Clarissa	54 Brantwood Road	2005
Foskett, Charles T.	101 Brantwood Road	2004
Friedman, Cindy F.	130 Jason Street	2004
Rehrig, Brian H.	28 Academy Street	2004
Worden, John L. III	27 Jason Street	2004

LEGISLATIVE

TOWN MEETING MEMBERS (CONTINUED)

PRECINCT 9

Herlihy, Robert E.	51 Maynard Street	2006
Garballey, Sean	45 Maynard Street	2006
O'Donnell, Deborah	8 Maynard Street, #2	2006
Ortwein, Nanci L.	135 Medford Street, #2	2006
Candelas, Gustavo	4 Water Street	2005
Hallee, Pauline Y.	47 Maynard Street	2005
Liebersen, Patricia E.	5 Mystic Lake Drive	2005
Ruderman, A. Michael	9 Alton Street	2005
Hallee, Jerome P.	47 Maynard Street	2004
Judd, Lyman G. Jr.	4 Winslow Street, #710	2004
Peters, Douglas J.	63 Maynard Street	2004
Peters, Natalie C.	63 Maynard Street	2004

PRECINCT 10

Bauer, Paul H.	179 Highland Avenue	2006
Costa, Barbara M.	26 Woodland Street	2006
Russian, Donnarose	106 Spring Street	2006
Tiedeman, Nancy N.	46 Bailey Road	2006
Anderson, Jeffrey	60 High Haith Road	2005
Howard, Jane L.	12 Woodland Street	2005
Howard Peter B.	12 Woodland Street	2005
Shea, William E.	9 Lincoln Street	2005
Kenney, William J., Jr.	178 Newport Street	2004
Quinn, Michael J.	15 Shawnee Road	2004
Tessitore, Frank W.	222 Highland Avenue	2004
Young, Mary N.	142 Newport Street	2004

PRECINCT 11

Donovan, Karen Shelton	393 Mystic Street	2006
Dunn, Daniel J.	63 Stowcroft Road	2006
Lowenstein, Lynne A.	423 Mystic Street	2006
O'Riordan, Steven H.	21 Oak Hill Drive	2006
Caccavaro, Thomas Jr.	28 Ridge Street	2005
Greeley, Kevin F.	363 Mystic Street	2005
Greeley, Robert E.	38 Edgehill Road	2005
Radochia, Joyce H.	45 Columbia Road	2005
Faulkner, Barry	38 Kimball Road	2004
Maytum, Claire E.	25 Ridge Street	2004
Maytum, William J.	25 Ridge Street	2004
Sheehan, Daniel J.	23 Victoria Road	2004

PRECINCT 12

Dohan, Marc	43 Chester Street	2006
Harrington, Jacqueline	52 Kenilworth Road	2006
Jefferson, Robert J.	27 Park Circle	2006
Megson, Mary	24 Coolidge Road	2006
Arena, Richard	374 Gray Street	2005
Bakey, Janice Anzalone	15 Fountain Road	2005
Dumyahn, Tom	8 Fountain Road	2005
Taber, William H.	23 Buena Vista Road	2005
Chaput, Roland E.	74 Grand View Road	2004
Nicholas, Dorothy F.	58 Fisher Road	2004
Thomas, Patricia J.	176 Mt. Vernon Street	2004
Thrope, Martin	348 Gray Street	2004

PRECINCT 13

Britt, Thomas M., Jr.	11 Foxmeadow Lane	
	2006	
Munsey, Laura A.	418 Ridge Street	2006
Talanian, Lori	45 Oldham Road	2006
Beck, Michael D.	6 Adamian Park	2005
Gilligan, Stephen J.	77 Falmouth Road	2005
Healy, Michael T.	1 Hodge Road	2005
Krepelka, Marie A.	12 Mohawk Road	2005
Deyst, John J., Jr.	26 Upland Road West	2004
Deyst, Mary A.	26 Upland Road West	2004
Doherty, James F.	11 Moccasin Path	2004
Oppedisano, Pasquale D.	5 Farmers Circle	2004

PRECINCT 14

Jones, Alan H.	1 Lehigh Street	2006
Pachter, Adam E.	67 Quincy Street	2006
Sidley, Ann E.	10 Burton Street	2006
Tully, Joseph C.	329 Gray Street	2006
DeMille, Evelyn Smith	31 Coleman Road	2005
Hillis, Robert G.	17 Mount Vernon Street	2005
Hooper, Gwentyth R.A.	1 School Street, #102	2005
Mahon, Diane M.	23 Howard Street, #2	2005
Canaday, John T.	48 Menotomy Road	2004
McCarthy, Kevin L.	251 Gray Street	2004
Parker, Sarah A.	48 Walnut Street	2004
Wyly, Susan	20 Walnut Terrace	2004

PRECINCT 15

Curro, Joseph A., Jr.	21 Millett Street	2006
Ellis, A. Lee	137 Brattle Street	2006
Megna, James S.	20 Teresa Circle	2006
Starr, Edward	7 Twin Circle Drive	2006
Chamallas, Charles N.	41 Candia Street	2005
Fanning, Richard C.	57 Yerxa Road	2005
Mara, Nancy A.	63 Epping Street	2005
Winkler, Howard B.	10 Sleepy Hollow Lane	2005
Ciano, Frank J.	65 Woodside Lane	2004
Lavalle, Brian	42 Oak Hill Drive	2004
LaCourt, Anne E.	48 Chatham Street	2004
Spangler, Ronald L.	30 Pine Street	2004

PRECINCT 16

Lewiton, Marvin	18 West Street	2006
McGann, Kevin D.	206 Wachusett Avenue	2006
Phelps, Richard S.	77 Oakland Avenue	2006
Reedy, Allen W.	153 Renfrew Street	2006
Colwell, Kathleen G.	60 Claremont Avenue	
	2005	
Garrity, Robert K.	275 Park Avenue	2005
Oringer, Leslie A.	65 Hillside Avenue	2005
Thornton, Barbara	223 Park Avenue	2005
Dingee, Grace M.	71 Claremont Avenue	2004
Franzen, Arn D.	81 Oakland Avenue	2004
Phelps, Judith Ann	77 Oakland Avenue	2004
Sandrelli, Donald A.	177 Park Avenue, #1	2004

LEGISLATIVE

TOWN MEETING MEMBERS (CONTINUED)

PRECINCT 17

Bernacchi, Vera J.	1205 Mass. Avenue, #1	2006
Leonard, John R.	1 Viking Court, #6	2006
Sprague, Mary M.	29 Dudley Street	2006
Thielman, Jeffrey D.	20 Bow Street	2006
Banks, Joan L.	65 Brattle Street	2005
Burke, William K.	2 Old Colony Lane, #3	2005
Daly, Joseph S.	37 Drake Road, Apt. 202	2005
King, Mary R.	12 Old Colony Lane, #2	2005
Berzins, Ilmars	11 Old Colony Lane, #9	2004
LeRoyer, Ann M.	12 Peirce Street	2004
Olszewski, Angela M.	1 Watermill Place, #428	2004
Owen, Edward R.	9 Ryder Street, #22	2004

PRECINCT 18

Bernardin, Frederick Eugene, III	289 Oakland Avenue	2006
Lynch, Paul F.	200 Wollaston Avenue	2006
Ronan, Mary I.	1 Brewster Road	2006
Valeri, Carl A.	50 Udine Street	2006
Andrew, Stephen J.	16 Wadsworth Road	2005
Belskis, John V.	196 Wollaston Avenue	2005
Gallagher, Charles D.	16 Shelley Road	2005
Santore, Joseph J. Jr.	8 Browning Road	2005
Ford, William J.	6 Mayflower Road	2004
Hadley, David E.	202 Sylvia Street	2004
Parsons, Carolyn M.	23 Brewster Road	2004
White, Brian Terence	21 Piedmont Street	2004

PRECINCT 19

Carreiro, Richard L.	211 Forest Street	2006
Deshler, Christine P.	65 Huntington Road	2006
French, Bryan A.	55 Overlook Road	2006
Hickman, John W.	63 Dothan Street	2006
Deal, Patricia M.	9 Ronald Road	2005
Gee, Geoffrey K.	32 Edmund Road	2005
Kohl, John T.	34 James Street	2005
Murray, John R.	34 Thesda Street	2005
Doherty, Leo F. Jr.	8 Gay Street	2004
Norton, Charles M.	625 Summer Street	2004
O'Connor, James M.	63 Overlook Road	2004
Trembly, Edward D.	76 Wright Street	2004

PRECINCT 20

Bloom, Raymond M.	90 Sylvia Street	2006
Drew, Patrice P.	18 Lorne Road	2006
Gormley, Maureen E.	1250 Massachusetts Ave.	2006
Streitfeld, Mark	22 Peck Avenue	2006
Fuller, Peter T.	7 Kilsythe Road	2005
Tosi, Robert L.	14 Inverness Road	2005
Tosi, Robert L., Jr.	14 Inverness Road	2005
Vossmer, Cheryl N.	25 Peck Avenue	2005
Coffey, Robert J.	35 Dundee Road	2004
Mann, Nora J.	45 Wollaston Avenue	2004
Phillips, Meghan S.	30 Surry Road	2004

PRECINCT 21

Carrigan, Owen R.	85 Sunset Road	2006
McCabe, Harry P.	92 Madison Avenue	2006
Scott, Martha I.	90 Alpine Street	2006
Weber, Janice A.	29 Crescent Hill Avenue	2006
Elwell, Ralph E.	21 Montague Street	2005
McGough, James P.	11 West Court Terrace	2005
Phillips, Walter C.	2 Crescent Hill Avenue	2005
Malone, Michael P.	36 Evergreen Lane	2004
Mayer, Leslie A.	131 Crescent Hill Avenue	2004
O'Brien, Neal	187 Westminster Avenue, #2	2004
Mayne, Walter	33 Orient Avenue	2004

LEGISLATIVE

ANNUAL TOWN MEETING APRIL 28, 2003

Session	Date	Town Meeting Member Total	Town Meeting Members Present	Percent
1	April 28, 2003	247	210	85%
2	April 30, 2003	247	195	79%
3	May 5, 2003	250	213	85%
4	May 7, 2003	250	214	86%
5	May 12, 2003	249	207	83%
6	May 14, 2003	249	201	81%
7	May 19, 2003	249	199	80%
8	May 21, 2003	249	196	79%
9	May 28, 2003	249	208	84%
10	June 4, 2003	249	207	83%
11	June 9, 2003	249	199	80%
12	June 11, 2003	249	178	71%
13	June 16, 2003	249	197	79%
*14	June 18, 2003	249	188	76%

AVERAGE 80.79 %

* Dissolved

	Article	Action	Date
2	REPORT OF COMMITTEES	VOTED: RECEIVED	04/28/03
3	APPOINTMENT OF MEASURERS OF WOOD AND BARK	VOTED: UNANIMOUSLY	04/28/03
4	ZONING BYLAW AMENDMENT/ OFF STREET PARKING AND LOADING REGULATIONS	VOTED: STANDING VOTE AFFIRMATIVE - 141 NEGATIVE - 47	04/28/03
5	ZONING BYLAW AMENDMENT/ CRUSHER LOT	VOTED: UNANIMOUSLY (85 T.M.M. PRESENT AND VOTING)	04/28/03
6	ZONING BYLAW AMENDMENT/ SUMMER STREET	VOTED: UNANIMOUSLY (85 T.M.M. PRESENT AND VOTING)	04/28/03
7	WARRANT MAILING	VOTED: QUORUM PRESENT	04/28/03
8	BYLAW AMENDMENT/HISTORIC/ ARCHITECTURAL/CULTURAL OVERSIGHT	VOTED: STANDING VOTE AFFIRMATIVE - 79 NEGATIVE - 78	06/16/03
9	BYLAW AMENDMENT/DOG PARKS	VOTED: VOICE VOTE 04/28/03	
10	BYLAW AMENDMENT/LEASH LAW	VOTED: QUORUM PRESENT	04/28/03
11	BYLAW AMENDMENT/PARKING METERS	VOTED: QUORUM PRESENT	04/28/03
12	BYLAW AMENDMENT/HISTORIC DISTRICT COMMISSION	VOTED: STANDING VOTE AFFIRMATIVE - 157 NEGATIVE - 2	04/28/03
13	BYLAW AMENDMENT/BOARD OF HEALTH FEES	VOTED: QUORUM PRESENT	04/30/03
14	BYLAW AMENDMENT/ASSISTANT MODERATOR	VOTED: QUORUM PRESENT	04/28/03
15	APPROPRIATION/ENVIRONMENTAL JOINT POWER AGREEMENT	VOTED: UNANIMOUSLY	04/30/03
16	REFUSE CONTRACT	VOTED: VOICE VOTE	06/18/03
17	HOME RULE LEGISLATION/BEER, WINE, AND MALT SALE LICENSES	VOTED: NO ACTION	04/28/03
18	TOWN OWNED/OPERATED LIQUOR STORE	VOTED: QUORUM PRESENT	04/30/03
19	REINSPECTION OF VACATED PREMISES	VOTED: QUORUM PRESENT	04/30/03

LEGISLATIVE

ANNUAL TOWN MEETING (Continued) APRIL 28, 2003

	Article	Action	Date
20	HOME RULE LEGISLATION/ HEALTH INSURANCE	VOTED: UNANIMOUSLY	04/30/03
21	HOME RULE LEGISLATION/TOWN BASED PROPERTY INSURANCE	VOTED: UNANIMOUSLY NO ACTION	04/30/03
22	HOME RULE LEGISLATION/POLICE AGE WAIVER	VOTED: STANDING VOTE AFFIRMATIVE – 120 NEGATIVE – 38	04/30/03
23	SYMMES HOSPITAL SITE PLAN	VOTED: UNANIMOUSLY BY VOICE VOTE –NO ACTION	04/30/03
24	NEWS RACKS STUDY PLANT	VOTED: QUORUM PRESENT	04/30/03
25	TOWN ELECTRICAL LOAD AGGREGATOR	VOTED: UNANIMOUSLY	05/14/03
26	GIBBS JUNIOR HIGH SCHOOL	VOTED: UNANIMOUSLY (85 T.M.M. PRESENT AND VOTING)	05/07/03
27	SALE OF TOWN OWNED REAL ESTATE	VOTED: UNANIMOUSLY NO ACTION	05/07/03
28	AMEND TOWN MANAGER ACT/ MANAGER QUALIFICATIONS	VOTED: STANDING VOTE AFFIRMATIVE – 171 NEGATIVE – 8	05/07/03
29	ESTABLISH TREE COMMITTEE	VOTED: QUORUM PRESENT	05/07/03
30	TRASH COLLECTION PLAN I	VOTED: NO ACTION	05/14/03
31	TRASH COLLECTION PLAN II	VOTED: NO ACTION	05/14/03
32	LEADERSHIP IN ENERGY AND ENVIRONMENTAL DESIGN	VOTED: QUORUM PRESENT	05/14/03
33	ACCEPTANCE OF LEGISLATION/ COMMUNITY PRESERVATION ACT	VOTED: NO ACTION	05/19/03
34	COMMUNITY PRESERVATION COMMITTEE	VOTED: NO ACTION	05/19/03
35	ENDORSEMENT OF CDBG APPLICATION	VOTED: UNANIMOUSLY	06/11/03
36	AUTHORITY TO FILE FOR GRANTS	VOTED: UNANIMOUSLY	05/19/03
37	EARLY RETIREMENT	VOTED: UNANIMOUSLY	06/18/03
38	EDUCATION REFORM	VOTED: UNANIMOUSLY NO ACTION	06/16/03
39	SPECIAL EDUCATION	VOTED: UNANIMOUSLY NO ACTION	06/18/03
40	REVOLVING FUNDS	VOTED: UNANIMOUSLY	05/19/03
41	ACCEPTANCE OF LEGISLATION ORDINARY DISABILITY RETIREMENT	VOTED: VOICE VOTE	05/19/03
42	ACCEPTANCE OF LEGISLATION/ VETERANS BUY BACK	VOTED: UNANIMOUSLY	05/19/03
43	APPROPRIATION/PENSION ADJUSTMENT FOR RETIREES	VOTED: UNANIMOUSLY	05/19/03
44	COLLECTIVE BARGAINING/ LOCAL 680	VOTED: QUORUM PRESENT	06/16/03
45	COLLECTIVE BARGAINING/NAGE	VOTED: UNANIMOUSLY NO ACTION	06/16/03
46	COLLECTIVE BARGAINING/ LIBRARY PROFESSIONALS	VOTED: UNANIMOUSLY NO ACTION	06/16/03
47	COLLECTIVE BARGAINING/ LOCAL 1297 FIREFIGHTERS	VOTED: VOICE VOTE	06/16/03
48	COLLECTIVE BARGAINING/ PATROLMEN	VOTED: VOICE VOTE	06/18/03
49	COLLECTIVE BARGAINING/ RANKING POLICE OFFICERS	VOTED: UNANIMOUSLY	06/18/03
50	M SCHEDULE AND NON-UNION EMPLOYEES	VOTED: QUORUM PRESENT	06/18/03
51	SALARY ADJUSTMENT/ELECTED OFFICIALS	VOTED: QUORUM PRESENT	06/18/03

LEGISLATIVE

ANNUAL TOWN MEETING (Continued) APRIL 28, 2003

	Article	Action	Date
52	FUNDING FUTURE COLLECTIVE BARGAINING	VOTED: UNANIMOUSLY	06/18/03
53	POSITIONS RECLASSIFICATION	VOTED: QUORUM PRESENT	06/11/03
54	APPROPRIATION/TOWN BUDGETS	VOTED: QUORUM PRESENT	06/04/03
55	AUGMENT FUNDS/DEFERRED COMPENSATION	VOTED: UNANIMOUSLY	06/18/03
56	APPROPRIATION/CAPITAL PROJECTS AND DEBT	VOTED: <u>PART 1</u> – UNANIMOUSLY (85 T.M.M. PRESENT AND VOTING) <u>PART 2</u> – QUORUM PRESENT <u>PART 3</u> – (STANDING VOTE AFFIRMATIVE – 151 NEGATIVE – 7) <u>PART 4</u> – UNANIMOUSLY <u>PART 5</u> – QUORUM PRESENT	05/21/03
57	APPROPRIATION/PARKS AND RECREATION	VOTED: UNANIMOUSLY NO ACTION	05/28/03
58	RESCIND AUTHORITY TO BORROW	VOTED: UNANIMOUSLY NO ACTION	05/28/03
59	APPROPRIATION/MINUTEMAN REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL	VOTED: UNANIMOUSLY	06/11/03
60	APPROPRIATION/COMMITTEES AND COMMISSIONS	VOTED: QUORUM PRESENT	05/28/03
61	TRANSFER OF FUNDS/ CONSERVATION COMMISSION	VOTED: NO ACTION	05/28/03
62	WETLANDS BYLAW WAIVER PROVISIONS	VOTED: NO ACTION	05/28/03
63	APPROPRIATION/TOWN CELEBRATIONS, ETC.	VOTED: QUORUM PRESENT	05/28/03
64	APPROPRIATION/MISCELLANEOUS	VOTED: QUORUM PRESENT	05/28/03
65	APPROPRIATION/FINANCING OF CONSTRUCTION OR RECONSTRUCTION OF SEWERS AND SEWERAGE FACILITIES	VOTED: NO ACTION	05/28/03
66	APPROPRIATION/FINANCING OF CONSTRUCTION OR RECONSTRUCTION OF WATER MAINS AND WATER FACILITIES	VOTED: NO ACTION	05/28/03
67	APPROPRIATION/TRANSPORTATION STUDY	VOTED: NO ACTION	05/28/03
68	APPROPRIATION/PARK CIRCLE FIRE STATION	VOTED: NO ACTION	05/28/03
69	APPROPRIATION/HASI CONSTRUCTION PERMIT PAYMENT	VOTED: NO ACTION	05/28/03
70	APPROPRIATION/WEED TREATMENT	VOTED: NO ACTION	05/28/03
71	DALLIN SCHOOL CONSTRUCTION PROJECT	VOTED: NO ACTION	05/28/03
72	APPROPRIATION/HARDY SCHOOL	VOTED: UNANIMOUSLY NO ACTION	06/18/03
73	APPROPRIATION/RETIREE HEALTHCARE TRUST FUND	VOTED: UNANIMOUSLY	05/28/03
74	BORROWING CAP/ELEMENTARY SCHOOL PROJECT	VOTED: QUORUM PRESENT	05/28/03
75	BYLAW AMENDMENT/ ADJUSTMENTS TO TOWN FEES	VOTED: NO ACTION	06/11/03
76	LOCAL OPTION TAXES	VOTED: UNANIMOUSLY NO ACTION	06/11/03
77	APPROPRIATION/TIP FEE STABILIZATION FUND	VOTED: UNANIMOUSLY	06/11/03

LEGISLATIVE

ANNUAL TOWN MEETING (Continued) APRIL 28, 2003

	Article	Action	Date
78	TRANSFER OF FUNDS/CEMETERY	VOTED: NO ACTION	06/11/03
79	APPROPRIATION/OVERLAY RESERVE	VOTED: UNANIMOUSLY	06/11/03
80	USE OF FREE CASH	VOTED: QUORUM PRESENT	06/11/03
81	RESOLUTION/THE USA PATRIOT ACT AND THE PROTECTION OF CIVIL RIGHTS AND CIVIL LIBERTIES	VOTED: ROLL CALL VOTE AFFIRMATIVE – 98 NEGATIVE – 45 ABSENT – 86 PRESENT BUT NOT VOTING – 20	06/11/03
82	RESOLUTION: CHILD DISCIPLINE/ POLICY	VOTED: DEFEATED VOICE VOTE	06/11/03
RESOLUTIONS – RE: YOM HA SHOAH, HOLOCAUST MEMORIAL DAY – ADOPTED:			04/28/03
RE: FRIENDS OF ROBBINS FARM PARK – ADOPTED:			06/04/03
RE: LOCAL ACCESS TELEVISION SERVICE – ADOPTED:			06/11/03

SPECIAL TOWN MEETING MAY 5, 2003

Session	Date	Town Meeting Member Total	Town Meeting Members Present	Percent
1	May 5, 2003	250	213	85%
2	May 7, 2003	250	214	86%
3	May 12, 2003	249	207	83%
*4	May 14, 2003	249	201	81%
			AVERAGE	83.75%

*DISSOLVED – 8:52 P.M.

	Article	Action	Date
1	REPORT OF COMMITTEES	VOTED: RECEIVED	05/05/03
2	SYMMES HOSPITAL SITE PLAN	VOTED: UNANIMOUSLY NO ACTION	05/05/03
3	REPORT/SYMMES ADVISORY	VOTED: UNANIMOUSLY	05/12/03
4	SYMMES URBAN RENEWAL PLAN	VOTED: UNANIMOUSLY	05/12/03
5	WETLANDS BYLAW VARIANCE PROVISIONS	VOTED: QUORUM PRESENT	05/14/03

LEGISLATIVE

SPECIAL TOWN MEETING OCTOBER 15, 2003

Session	Date	Town Meeting Member Total	Town Meeting Members Present	Percent
1 Dissolved – 10:30 p.m.	October 15, 2003	243	183	75%

	Article	Action	Date
1	REPORT OF COMMITTEES	VOTED: RECEIVED	10/15/03
2	TOWN MANAGER ACT/ RESIDENCY REQUIREMENT	VOTED: ROLL CALL VOTE AFFIRMATIVE – 89 NEGATIVE – 82	10/15/03
3	AUTHORIZE ADDITIONAL REAL ESTATE EXEMPTION	VOTED: QUORUM PRESENT	10/15/03

TOWN CLERK AND ELECTIONS

TOWN CLERK

The following annual report of the Town Clerk for the year ending December 31, 2003 is herewith submitted in accordance with Section 3 of Article 3, Title I of the Town By-Laws. During 2003, the Annual Election of Town Officers (April 5, 2003), the Annual and two Special Town Meetings were prepared for and conducted by the Town Clerk's Office. There was also a referendum for a proposed debt exclusion held on June 14, 2003.

The Town has twenty-one AccuVote machines, one for each precinct, and a main counting system located in the Town Clerk's Office. This system consists of paper ballots to be marked by the voters and inserted into the AccuVote machines, which automatically tally the votes appearing on the paper ballots. When the polls close, the precinct totals are immediately printed at the precinct, posted, announced and then transferred to the Town Clerk's Office on a memory card, where the precinct totals are accumulated by entering the memory cards into the main counting system. Finally, the complete official town results are printed and announced.

Town Meeting Members whose terms were to expire at the Annual Town Election were notified of that fact and of the provision of law which allows them to become candidates for re-election by giving written notice thereof to the Town Clerk. Nomination papers were issued to candidates for town offices including Town Meeting Members, and, after being certified by the Registrars of Voters were filed with the Town Clerk. A meeting was held by the Registrars of Voters, as required by law, to draw names for position on the official ballot for the Annual Town Election.

Candidates for town offices, except Town Meeting Members, were notified of the requirements of the law regarding the filing of periodic statements of campaign receipts and expenditures with the Town Clerk's Office. Incumbents and candidates for election during the previous year, who had campaign finance activity, a balance and/or liability were also notified of the requirements of filing annual reports.

Upon application, absentee ballots were issued for the Annual Town Election and the Debt Exclusion Vote. Applications for absentee ballots were automatically sent to all persons who had filed physicians' certificates of permanent physical disability, as required by law. Many residents took advantage of the provision of law which allowed them to vote in person in the Town Clerk's Office prior to the elections if they were to be out of town or otherwise unavailable to vote in person at the polls on the day of the elections. A total of 1,712 absentee ballots were issued in 2003.

The Annual Town Meeting began on April 28, 2003 and continued for fourteen sessions, dissolving on June 18, 2003. A total of eighty-two warrant

articles were acted upon. The first article of the Annual Town Meeting is the Annual Town Election. The Special Town Meetings were called for on May 5th (five articles) and October 15th (three articles) at which time the articles were acted upon. Meetings were held prior to the Annual and Special Town Meetings to fill vacancies in the town meeting membership (caused by resignation, removal from town, or death) until the next Annual Town Election.

Certificates of all appropriations voted at all town meetings and the provisions for meeting them were sent to the Board of Assessors and the Comptroller, as required by law. Certified copies of all votes authorizing indebtedness were sent to the Director of Accounts. The Secretary of the Commonwealth was notified of the acceptance by the Town Meeting of any provisions of the General Laws. In addition, certified copies of all votes passed at all town meetings were sent to the departments affected.

All the amendments to the Town By-Laws and Zoning By-Laws as voted at the Annual and Special Town Meetings were submitted to the Attorney General and were approved within the statutory period provided. They were then advertised for two successive weeks in the local newspaper, as required by law, following which they took effect.

A summary of the Annual and Special Town Meetings appear in the Legislative section of this Annual Report. A complete record of the actions taken is contained in the Records of Elections and Town Meetings in the Town Clerk's Office.

Births, deaths and marriages were recorded and copies forwarded to the Secretary of the Commonwealth monthly. Certified copies of these vital statistics and all other documents recorded in the Town Clerk's Office were made available upon request.

A total of 968 dogs were licensed and 279 sporting (conservation) licenses issued by the Town Clerk's Office. In addition, certain licenses granted by the Board of Selectmen were issued. Raffle and bazaar permits and gasoline permit renewals were issued, financing statements, utility pole locations, cemetery deeds and business certificates were recorded. Decisions of the Zoning Board of Appeals, decisions on requests for Special Permits from the Redevelopment Board and Amendments to the Traffic Rules and Orders were also placed on file in this office.

The Department of Revenue was notified of all licenses and permits issued and business certificates filed. Street permit, drainlayer, blasting and other surety bonds covering contractors were also placed on file in this office. Oaths of office were administered to all elected or appointed town officials and each was given copies of excerpts from the Open Meeting Law and the Conflict of Interest Law. Notices of meetings of all boards, committees or commissions

TOWN CLERK AND ELECTIONS

were publicly posted upon receipt, as required by the Open Meeting Law. Town officials and departments were notified of all Legislative Acts affecting them.

Fines were collected for citations issued under Section 21D of Chapter 40, General Laws, for violations of the Town By-Laws. Citations for persons who did not pay the penalties within the required time (twenty-one days) were referred to the Clerk of the District Court of Middlesex for further action.

Fees Collected During 2003

Marriage Intentions	\$4,125
Filing Fees	\$1,918
Certificates (Miscellaneous)	\$28,337
Pole Locations / Zoning (Miscellaneous)	\$420
Renewal of Gasoline Permits	\$335
Books (Miscellaneous)	\$810
Violations (Miscellaneous)	\$490
Dog Licenses	\$7,071
Duplicate Dog Tags	\$12
Licenses (Miscellaneous)	\$1,250
Conservation Licenses	\$6,841
Municipal Town Fees	\$244
TOTAL	\$51,854
Fees to Division of Fisheries & Wildlife	\$6,715

Your attention is directed to the following vital statistics of the Town, which are recorded at this time. It should be noted, however, that the summaries of births and deaths are incomplete, inasmuch as records thereof pertaining to Arlington residents are still being received by our office from the cities and towns where these events occurred.

Vital Statistics

Births	485
Deaths	380
Marriages	268

REGISTRARS OF VOTERS

As mandated by law, a combined Annual Town and School Census was conducted during the months of January and February, 2003. The census was conducted entirely by mail, with preprinted computer forms sent to each household in Arlington

requesting that information contained therein be confirmed or corrected. The census forms contained the names of all persons residing in Arlington. Once returned to the Registrars' Office, all census and voter information was entered and continually updated in the Town's computer base by the Registrars' Office.

A list of persons from birth to twenty-one years of age was transmitted to the School Committee.

The Jury Commissioner obtained juror information directly from the Massachusetts Voter Registration Information System from data entered into the system by this office. The Annual True List of Persons, seventeen years of age and over, was published as required by law. In accordance with the True List information that had been presented, notices were sent by first-class mail, as required by law, to persons whose names were to be removed from the voting list because they had not been reported as residing in Arlington on January 1, 2003. Those who proved residence were reinstated. The total number of registered voters upon completion of the annual revision of the voting list was 27,699. The following numbers of voters were enrolled in these legal political designations:

Registered Voters By Affiliation

Democrats	13,332
Republicans	2,827
Libertarians	119
Unenrolled Voters	11,310
Reform Party	3
Rainbow Coalition	1
Massachusetts Green Party	89
Socialist	5
Interdependent 3 rd Party	12
Constitution Party	1

The following designations had no enrollees: Natural Law Party, Conservative Party, We the People, New Alliance Party and Prohibition Party. Voters who enroll in a political designation may not vote in any state or presidential primary. Cards were mailed to voters acknowledging receipt of change or cancellation of political party enrollments received during the year by this office.

Throughout the year, daily sessions for registration of voters were held during regular business hours in the Office of the Town Clerk. Special sessions were also held until 8:00 P.M. on the last day to register voters for the Annual Town Election and Debt Exclusion.

The provisions of the so-called "Motor Voter" Bill permits mail-in voter registration and eliminated the requirement that special evening and Saturday

TOWN CLERK AND ELECTIONS

sessions for the registration of voters be held except for the final day prior to the deadline for registration for primaries and elections. Special forms for mail-in voter registration were made available at various locations throughout Arlington and all other cities and towns in the State.

In addition, persons were allowed to fill out voter registration affidavits at public offices throughout Massachusetts, such as the Registry of Motor Vehicles, Social Security, Welfare, Medicaid, Food Stamps, Military Recruitment Offices and other State and Federal departmental offices. These affidavits were forwarded through the computer or by mail to the Registrars of Voters or Election Commissioners of the voters' places of residence. As required by law, acknowledgment forms were sent to persons who registered to vote at special locations, or mailed in registration affidavits, notifying them of their precincts and voting places.

The Board certified voter signatures appearing on nomination papers filed by or in behalf of candidates seeking offices at the Annual Town Election. Also, petitions for articles to be inserted in the warrant for the 2003 Annual and Special Town Meetings, petitions for referenda for the Debt Exclusion and applications for absentee ballots for the Annual Town Election and the Debt Exclusion. After nomination papers for the Annual Town Election had been certified by the Registrars of Voters and filed with the Town Clerk, the Registrars of Voters held a meeting to draw names for the order of position on the official ballot for the election, as required by law.

During the year, the information contained on approximately 20,000 census forms of residents of the Town on January 1 was transferred to their individual master cards. These cards provide a complete official record of residence for all persons seventeen years of age or older from the time they first become residents of the Town. From such information, certificates of residence are issued daily to establish eligibility for attendance at state and regional schools, colleges and universities, receipt of old age assistance, veterans' services, social security, employment in state or federal civil service and for many other purposes. In addition, Registered Voters' Certificates were issued throughout the year from the Board's records for identification purposes and for proof of citizenship.

During the Annual Town Election and Debt Exclusion, the Registrars of Voters were in session throughout the entire time the polls were open to assist voters who had questions relating to registration, name and/or address changes, precincts, polling places and other problems arising during that time. After the polls closed, the Registrars assisted in the tabulation of the ballots until the final results were announced.

TOWN CLERK AND ELECTIONS

VOTING RESULTS

ARLINGTON ANNUAL TOWN ELECTION, April 5, 2003

Total of Ballots Cast – 5,470

19.56% of total number of registered voters – 27,962

Precinct	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	Total
Total Ballots Cast	113	283	173	136	148	159	155	408	308	332	351	438	347	252	317	320	115	312	364	169	270	5,470

Selectmen for Three Years (2)

Precinct	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	Total
*John W. Hurd	68	253	135	101	115	120	116	280	234	214	262	312	248	174	235	229	80	212	256	121	200	3,965
Jeffrey Anderson	42	61	46	42	36	39	53	75	82	88	84	118	97	70	81	89	36	97	107	46	57	1,446
*Kathleen Kiely Dias	66	156	108	72	89	97	94	292	177	233	228	277	221	157	204	205	81	189	222	111	189	3,468
Others	1	2	5	7	2	1	1	6	1	2	6	1	2	5	3	5	2	12	4	2	2	72
Blanks	49	94	52	50	54	61	46	163	122	127	122	168	126	98	111	112	31	114	139	58	92	1,989

Assessor for Three Years (1)

Precinct	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	Total
Kevin P. Feeley	82	185	119	89	117	104	110	205	223	198	240	279	216	150	212	207	86	195	243	108	166	3,534
Others	0	3	1	2	0	2	1	2	1	1	4	2	2	2	2	0	0	3	3	1	3	35
Blanks	31	95	53	45	31	53	44	201	84	133	107	157	129	100	103	113	29	114	118	60	101	1,901

School Committee for Three years (2)

Precinct	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	Total
Leslie A. Mayer	35	92	61	48	39	51	44	165	108	120	110	160	149	86	149	104	49	96	201	67	142	2,076
*Jeffrey D. Thielman	43	129	91	70	63	98	81	240	107	195	182	257	154	129	157	179	56	176	176	93	127	2,803
*Susan L. Sheffler	37	85	73	42	54	61	50	204	117	142	165	164	118	97	130	130	42	97	106	61	117	2,092
Joseph C. Tully	47	103	46	47	64	48	68	69	105	95	97	158	124	101	102	88	37	119	105	48	59	1,730
Charles P. Kazarian	14	41	24	13	20	21	18	31	31	21	31	28	29	14	22	21	6	13	24	12	10	444
Frederick Eugene Bernardin, III	3	28	6	8	5	8	3	18	27	18	18	22	28	15	15	37	12	45	25	17	17	375
Others	2	1	0	2	1	0	1	3	0	0	0	0	2	0	1	2	2	1	0	1	1	20
Blanks	45	87	45	42	50	31	45	86	121	73	99	87	90	62	58	79	26	77	91	39	67	1,400

Arlington Housing Authority for Five Years (1)

Precinct	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	Total
*Richard B. Murray	89	204	128	96	118	110	121	212	230	210	247	283	222	148	214	197	86	196	242	111	171	3,635
Others	0	1	1	0	0	1	1	4	2	1	3	2	2	3	1	0	1	2	4	4	3	36
Blanks	24	79	44	40	30	48	33	192	76	121	101	153	123	101	102	123	28	114	118	54	95	1,799

SPECIAL TOWN ELECTION, June 14, 2003

Total of Ballots Cast – 14,529

52% of total number of registered voters – 27,699

Precinct	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	Total
Total Ballots Cast	388	661	522	479	496	538	481	838	600	862	839	1056	891	685	867	901	366	858	888	630	683	14,529

Shall the Town of Arlington be allowed to assess an additional 4 million dollars in real estate and personal property taxes for the purpose of funding 3 million dollars of school department operating expenses and 1 million dollars in other Town department operating expenses for the fiscal year beginning July first, two thousand and three?

Precinct	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	Total
Yes	140	271	272	201	166	242	205	517	271	488	401	594	358	351	379	467	142	356	414	327	324	6,886
No	245	388	346	277	329	293	273	316	324	369	435	457	532	330	485	430	220	200	570	299	355	7,573
Blanks	3	2	4	1	1	3	3	5	5	5	3	5	1	4	3	4	4	2	4	4	4	70

TOWN CLERK AND ELECTIONS

TOWN MEETING MEMBERS

PRECINCT ONE -THREE YEARS (4)

*Ann Norton, 119 Sunnyside Avenue.....	83
*Jeffery T. Oesterle, 52 Gardner Street	78
*Kristin L. Anderson, 125 Sunnyside Avenue.....	7
Others.....	4
Blanks	280

PRECINCT TWO - THREE YEARS (4)

Pamela J. Meister, 19 Village Lane.....	108
*William Logan, 7 Mary Street.....	116
*Michael Caggiano, 9 Putnam Road.....	140
*Anthony C. Casieri, 22 Margaret Street.....	131
Jennifer L. Griffith, 4 Edith Street.....	75
Matthew R. Agen, 89 Lake Street.....	62
*Paul C. Houser, 40 Eliot Road.....	131
Blanks	369

PRECINCT THREE - THREE YEARS (4)

*Robin M. Dratch, 70 Teel Street	108
*William H. Barrett, 16 Cleveland Street.....	112
*John A. Ferrante, Jr., 38 Waldo Road	111
*James F. Robillard, 58 Broadway	112
All Others.....	5
Blanks	244

PRECINCT FOUR - THREE YEARS (4)

*Christopher A. Gibbons, 74 Varnum Street.....	98
*John J. Costa, 82 Milton Street.....	87
*Anne J. Carlisle, 116 Massachusetts Avenue	85
*Jay Arthur Eberle, 80 Varnum Street.....	3
Other	8
Blanks	263

PRECINCT FIVE - THREE YEARS (4)

*Mary M. Dodge, 38 Beacon Street	123
*Mary C. Gilmore, 33 Beacon Street	2
Others.....	4
Blanks	463

PRECINCT SIX - THREE YEARS (4)

*Richard B. Murray, 38 Marion Road.....	104
*John J. Gearin, 382 Massachusetts Avenue.....	109
*James T. Guion, 137 Herbert Road	95
Others.....	12
Blanks	316

PRECINCT SIX - ONE YEAR (2) (to fill vacancies)

*Lisa M. Reale, 244 Massachusetts Avenue	2
Blanks	157

PRECINCT SEVEN - THREE YEARS (4)

*Robert Manning White, 95 Everett Street	99
*Peter V. Villandry, 63 Tufts Street.....	114
*Sheri A. Baron, 10 Raleigh Street.....	99
*Daniel J. Tobin, 70 Harlow Street.....	104
Others.....	4
Blanks	200

PRECINCT EIGHT - (12)

Carma D. Forgie, 11 Stony Brook Road	162
*Patricia B. Wjorden, 27 Jason Street.....	256
*John A. Fitzmaurice, 17 Lakeview.....	190
*Bernice K. Jones, 21 Kensington Road.....	205
*Joshua Lobel, 73 Jason Street	252
Others	3
Blanks	564

PRECINCT NINE - THREE YEARS (4)

Paul A. West, 4 Winslow Street.....	116
*Robert E. Herlihy, 51 Maynard Street	165
*Norman C. Towle, 22 Franklin Street	93
*Sean Garballey, 45 Maynard Street.....	147
*Nanci L. Ortwein, 135 Medford Street	168
*Deborah O'Donnell, 8 Maynard Street.....	145
Others	4
Blanks	394

PRECINCT TEN - THREE YEARS (4)

*Donnarose Russian, 106 Spring Street	155
*Barbara M. Costa, 26 Woodland Street	197
*Nancy N. Tiedman, 46 Bailey Road	185
Michael J. Quinn, 15 Shawnee Road.....	134
*Paul H. Bauer, 179 Highland Avenue.....	169
Others	4
Blanks	484

PRECINCT TEN - ONE YEAR (1) (to fill vacancy)

*Michael J. Quinn, 15 Shawnee Road.....	206
Others	4
Blanks	122

PRECINCT ELEVEN - THREE YEARS (4)

*Daniel J. Dunn, 63 Stowecroft Road	231
*Lynne A. Lowenstein, 423 Mystic Street.....	167
*Charles W. Hayes, 31 Johnson Road.....	108
*Steven H. O'Riordan, 21 Oak Hill Drive.....	118
Amy LeElla Kremer, 2 Rockmont Road	68
*Karen Shelton Donovan, 393 Mystic Street	150
John Cole, 9 Glen Avenue	110
Others	7
Blanks	445

PRECINCT TWELVE - THREE YEARS (4)

*Mary Megson, 24 Coolidge Road	285
*Robert J. Jefferson, 27 Park Circle.....	265
*Mark Dohan, 43 Chester Street	274
*Jacqueline Harrington, 52 Kenilworth Road	287
Others	13
Blanks	628

PRECINCT THIRTEEN - THREE YEARS (4)

*Lori Talanian, 45 Oldham Road	219
*Laura A. Munsey, 418 Ridge Street.....	239
Fay Hom Lee, 35 Melvin Road	163
*Rob Adams, 45 Morningside Drive	191
*Thomas M. Britt, Jr., 11 Foxmeadow Lane.....	192
Others	8
Blanks	376

TOWN CLERK AND ELECTIONS

TOWN MEETING MEMBERS

(CONTINUED)

PRECINCT FOURTEEN - THREE YEARS (4)

*Ann E. Sidley, 10 Burton Street.....	142
*Adam E. Pachter, 67 Quincy Street.....	114
Michael G. Hering, 19 Harvard Street.....	104
*Alan H. Jones, 1 Lehigh Street	134
*Joseph C. Tully, 329 Gray Street	161
Others	7
Blanks.....	346

PRECINCT FIFTEEN - THREE YEARS (4)

*Edward Starr, 7 Twin Circle Drive	205
*A. Lee Ellis, 137 Brattle Street	209
*James S. Megna, 20 Teresa Circle	200
*Joseph A. Curro, Jr., 21 Millett Street	22
Others	24
Blanks.....	608

PRECINCT SIXTEEN - THREE YEARS (4)

*Richard S. Phelps, 77 Oakland Avenue.....	202
Leslie A. Oringer, 65 Hillside Avenue.....	203
*Kevin D. McGann, 206 Wachusett Avenue	182
*Allen W. Reedy, 153 Renfrew Street	206
*Marvin Lewiton, 18 West Street	14
Others	11
Blanks.....	462

PRECINCT SIXTEEN - TWO YEARS (1)

(to fill vacancy)

*Leslie A. Oringer, 65 Hillside Avenue	175
Others	60
Blanks.....	85

PRECINCT SEVENTEEN - THREE YEARS (4)

*Jeffrey D. Thielman, 20 Bow Street.....	96
*Mary M. Sprague, 29 Dudley Street	88
*John R. Leonard, 1 Viking Court	82
*Vera J. Bernacchi, 1205 Massachusetts Avenue	2
Others	2
Blanks.....	190

PRECINCT EIGHTEEN - THREE YEARS (4)

*Paul F. Lynch, 200 Wollaston Avenue.....	191
*Mary I. Ronan, 1 Brewster Road	163
*Carl A. Valeri, 50 Udine Street.....	208
*Frederick Eugene Bernardin, III, 289 Oakland Ave..	173
Others.....	22
Blanks.....	491

PRECINCT NINETEEN - THREE YEARS (4)

*Richard Young, 457 Summer Street	153
*Richard L. Carreiro, 211 Forest Street	184
*Bryan A. French, 55 Overlook Road.....	181
Patricia J. Haviland, 76 Thesda Street	151
*Christine P. Deshler, 65 Huntington Road	185
*John W. Hickman, 63 Dothan Street	167
Others.....	5
Blanks.....	430

PRECINCT TWENTY - THREE YEARS (4)

*Mark Streitfeld, 22 Peck Avenue.....	108
*Maureen E. Gormley, 1250 Massachusetts Ave....	117
*Patrice P. Drew, 18 Lorne Road.....	101
*Raymond M. Bloom, 90 Sylvia Street.....	100
Others.....	2
Blanks.....	248

PRECINCT TWENTY-ONE - THREE YEARS (4)

*Janice A. Weber, 29 Crescent Hill Avenue	158
Cheryl S. Iller, 8 Colonial Village Drive.....	63
*Martha I. Scott, 90 Alpine Street	164
Walter Mayne, 33 Orient Avenue.....	77
*Harry P. McCabe, 92 Madison Avenue	159
*Owen R. Carrigan, 85 Sunset Road	136
Others	7
Blanks.....	316

*Elected

AUDITED FINANCIAL STATEMENTS

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 RAN-ONE member

Independent Auditors' Report

To the Board of Selectmen
Town of Arlington, Massachusetts

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Arlington, Massachusetts, as of and for the fiscal year ended June 30, 2003 (except for the Arlington Contributory Retirement System which is as of and for the year ended December 31, 2002), which collectively comprise the Town's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the Town of Arlington, Massachusetts' management. Our responsibility is to express opinions on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Arlington, Massachusetts, as of June 30, 2003 (except for the Arlington Contributory Retirement System which is as of December 31, 2002), and the respective changes in financial position and cash flows, where applicable, thereof for the fiscal year then ended in conformity with accounting principles generally accepted in the United States of America.

As more fully described in Note 14, the Town has implemented several Governmental Accounting Standards Board Statements, which changed the beginning fund equity position of several funds and established net assets for governmental activities and business-type activities.

In accordance with Government Auditing Standards, we have also issued our report dated August 29, 2003, on our consideration of the Town of Arlington, Massachusetts' internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts and grants. That report is an integral part of an audit performed in accordance with Government Auditing Standards and should be read in conjunction with this report in considering the results of our audit.

Management's discussion and analysis, located on the following pages, and schedule of revenues, expenditures and changes in fund balance – general fund – budgetary basis, located after the notes to the basic financial statements, are not a required part of the basic financial statements but are supplementary information required by accounting principles generally accepted in the United States of America. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

August 29, 2003

Management's Discussion and Analysis

As management of the Town of Arlington, we offer readers of these financial statements this narrative overview and analysis of the financial activities for the fiscal year ended June 30, 2003. This is the first year our financial statements have been prepared under the Governmental Accounting Standards Board Statement Number 34 – Basic Financial Statements - and Management's Discussion and Analysis - for State and Local Governments. This new reporting model represents a major change when compared to prior financial statements. We encourage readers to consider the information presented in this report.

Overview of the Financial Statements

This discussion and analysis are intended to serve as an introduction to the Town of Arlington's basic financial statements. These basic financial statements comprise of three components: 1) government-wide financial statements, 2) fund financial statements, and 3) notes to the financial statements. This report also contains other required supplementary information in addition to the basic financial statements.

Government-wide financial statements. The *government-wide financial statements* are designed to provide readers with a broad overview of finances, in a manner similar to private-sector business.

The *statement of net assets* presents information on all assets and liabilities, with the difference between the two reported as *net assets*. Over time, increases or decreases in net assets may serve as a useful indicator of whether the financial position is improving or deteriorating.

The *statement of activities* presents information showing how the government's net assets changed during the most recent fiscal year. All changes in net assets are reported as soon as the underlying event giving rise to the change occurs, *regardless of the timing of related cash flows*. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and earned but unused vacation leave).

Both of the government-wide financial statements distinguish functions that are principally supported by taxes and intergovernmental revenues (*governmental activities*) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (*business-type activities*). The governmental activities include general government, public safety, education, public works, property and natural resources, community development, human services, library, culture and recreation, pension benefits, employee benefits, debt service expenditures and state and county charges. The business-type activities include the activities of the water and sewer department, youth services, Council on Aging, Veterans' Rink and the recreation department.

Fund financial statements. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. All of the funds can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds.

Governmental funds. *Governmental funds* are used to account for essentially the same functions reported as *governmental activities* in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund statements focus on *near-term inflows of spendable resources*, as well as on *balances of spendable resources* available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

AUDITED FINANCIAL STATEMENTS

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for *governmental funds* with similar information presented for *governmental activities* in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate this comparison between *governmental funds* and *governmental activities*.

The Town of Arlington adopts an annual appropriated budget for its general fund. A budgetary comparison statement has been provided for the general fund to demonstrate compliance with this budget.

Proprietary funds. The Town maintains one type of propriety fund. *Enterprise funds* are used to report the same functions presented as *business-type activities* in the government-wide financial statements. The Town uses enterprise funds to account for its water and sewer, youth services, Council on Aging, Veterans' Rink and recreation department activities.

Fiduciary funds. Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are *not* reflected in the government-wide financial statement because the resources of those funds are *not* available to support the Town's own programs. The accounting used for fiduciary funds is much like that used for propriety funds.

Notes to the basic financial statements. The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

Financial Highlights. The following page provides a table of financial highlights of the government-wide financial statements for fiscal year 2003. Since this is the first year of implementation of GASB Statement #34, prior year amounts are not available. Comparative analysis will be presented in future years when the information is available.

AUDITED FINANCIAL STATEMENTS

	Governmental Activities	Business-type Activities
Assets:		
Current assets.....	\$ 47,525,857	\$ 4,802,503
Noncurrent assets (excluding capital).....	20,256,975	-
Capital assets.....	86,710,237	7,575,531
Total assets.....	154,493,069	12,378,034
Liabilities:		
Current liabilities (excluding debt).....	10,267,093	262,949
Noncurrent liabilities (excluding debt).....	2,606,800	-
Current debt.....	14,410,000	-
Noncurrent debt.....	44,295,000	-
Total liabilities.....	71,578,893	262,949
Net Assets:		
Capital assets net of related debt.....	54,824,740	7,575,531
Restricted.....	9,668,304	-
Unrestricted.....	18,421,132	4,539,554
Total net assets.....	82,914,176	12,115,085
Program revenues:		
Charges for services.....	7,149,387	7,264,683
Operating grants and contributions.....	22,033,829	78,661
Capital grants and contributions.....	2,876,849	-
General Revenues:		
Real estate and personal property taxes.....	60,321,682	-
Tax liens.....	130,035	-
Motor vehicle and other excise taxes.....	4,510,826	-
Hotel/motel tax.....	40,888	-
Penalties and interest on taxes.....	221,868	-
Payment in lieu of taxes.....	-	-
Nonrestricted grants.....	9,155,899	-
Unrestricted investment income.....	633,706	-
Miscellaneous.....	65,378	-
Total revenues.....	107,140,347	7,343,344
Expenses:		
General Government.....	4,061,794	-
Public Safety.....	12,560,909	-
Education.....	39,448,395	-
Public Works.....	8,035,843	-
Property and natural resources.....	1,995,220	-
Community and Economic Development.....	5,626,899	-
Human Services.....	719,353	-
Library.....	1,738,054	-
Leisure Services.....	510,354	-
Pension benefits.....	11,755,931	-
Employee benefits.....	9,507,106	-
Interest.....	2,192,214	-
State and county charges.....	2,860,897	-
Water/Sewer.....	-	11,093,788
Youth Services.....	-	328,271
Council on Aging.....	-	83,130
Veterans' Rink.....	-	392,898
Recreation.....	-	303,025
Total expenses.....	101,012,969	12,201,112
Transfers.....	(4,807,772)	4,807,772
Change in net assets.....	\$ 1,319,606	\$ (49,996)

AUDITED FINANCIAL STATEMENTS

Government-wide Financial Analysis

As noted earlier, net assets may serve over time as a useful indicator of a government's financial position. For governmental activities, assets exceeded liabilities by \$82,914,176 at the close of FY2003.

Net assets of \$54,824,740 (66%) reflects its investment in capital assets (e.g., land, buildings, machinery, and equipment), less any related debt used to acquire those assets that are still outstanding. The Town uses these capital assets to provide services to citizens; consequently, these assets are *not* available for future spending. Although the investment in its capital assets is reported net of its related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

An additional portion of the net assets \$9,668,304 (12%) represents resources that are subject to external restrictions on how they may be used. The remaining balance of *unrestricted net assets* \$18,421,132 (22%) may be used to meet the government's ongoing obligations to citizens and creditors.

At the end of the current fiscal year, the Town is able to report positive balances in all three categories of net assets, both for the government as a whole, as well as for its separate governmental and business-type activities.

There was a net decrease of (\$49,996) in net assets reported in connection with the Town's business-type activities. The water and sewer enterprise fund was subsidized by the general fund in fiscal year 2003 by approximately \$4.5 million, to offset a portion of the costs associated with the repayment of debt to the Massachusetts Water Resources Authority.

The governmental activities net assets increased by \$1,319,606 during the current fiscal year. Since this is the first year of reporting under GASB #34 no meaningful historical trends have been established to draw further conclusions.

Financial Analysis of the Government's Funds

As noted earlier, the Town uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

Governmental funds. The focus of *governmental funds* is to provide information on near-term inflows, outflows, and balances of *spendable* resources. Such information is useful in assessing financing requirements. In particular, *unreserved fund balance* may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

As of the end of the current fiscal year, governmental funds reported combined ending fund balances of \$24,300,693, a decrease of (\$7,498,617) from the prior year. Of this decrease, approximately (\$4,000,000) was the result of expenditures exceeding revenues in the Town's Capital Borrowing Funds. This was primarily due to current year expenditures of approximately \$3,000,000 in school construction projects and approximately \$2,200,000 on the Town's Reeds Brook park project.

These two major Town projects are more fully described under the Capital Asset and Debt Administration section of this report.

Of the remainder of the decrease in fund balance, approximately (\$1,600,000) is in the general fund, which was due primarily to a budgeted use of free cash of (\$2,718,151) from prior fiscal years and approximately (\$1,800,000) is related to activities in other non-major governmental funds.

The Town also maintains a stabilization fund and a tip fee stabilization fund, both classified within the nonmajor governmental funds. The stabilization fund has a year end balance of \$2,294,235 which represents 2.5% of general

AUDITED FINANCIAL STATEMENTS

fund expenditures. This fund may be used for general or capital purposes upon Town Meeting approval. Please refer to Note 8 for additional information on the Town's stabilization fund. The tip fee stabilization fund has a year end balance of \$5,439,131, which represents 6.0% of general fund expenditures. Please refer to Note 9 for additional information on the Town's tip fee stabilization fund.

The Capital Borrowing Funds had a deficit fund balance at June 30, 2003 of (\$5,957,495). This is due to expenditures on capital projects that have not been permanently financed through the issuance of bonds. As of June 30, 2003, the Town has temporarily financed these projects through the issuance of Bond Anticipation Notes (BAN's) of \$8,000,000.

General Fund Budgetary Highlights

Of the net decrease of \$337,836 between the original budget and the final amended budget, \$376,947 was a voted reduction in the original budget and \$39,111 was due to transfers between funds.

The Town Meeting voted at a Special Town Meeting in October 2002 to reduce the original budgets as a result of reductions in State Aid, which were not anticipated at the Annual Town Meeting.

Additionally in February 2003 Governor Mitt Romney was given authority by the State Legislature to institute "9C" cuts. The Governor reduced the amount of local aid to the Town by \$915,745.

The Town and School management froze hiring and expenditures to accommodate this reduction within existing revenues.

In an effort to increase revenues the methodology for calculating building permit fees was revised. Prior to this fiscal year, homeowners would submit an estimate of the cost of renovations for calculation of building permits. As of this fiscal year the building inspector is requiring a copy of the cost of construction as presented by the contractor. This has significantly increased the revenue generated.

The Town is in the process of setting policies as to use of free cash and other stabilization funds relative to future budgets.

Capital Asset and Debt Administration

The Town Manager is responsible for submitting a five-year capital-planning program for all departments to the Board of Selectmen each year. The Capital Planning Committee was created to advise and make recommendations regarding the Capital Plan. Annually the first year of the Capital Plan is submitted to the Town Meeting as the Capital Budget for appropriation. The Capital Plan is reviewed and revised each year to make changes in priorities and to add an additional year to the planning process.

The goal of the Capital Planning Program is to provide a means of planning for the maintenance and/or improvement of the capital assets and infrastructure of the Town of Arlington. To that end, the policy is that approximately 5% of the projected revenue of the town is dedicated to capital expenditures including prior and future debt issuances. Generally this allows for an annual cash expenditure of \$600,000 and a new borrowing of \$1 million.

The Town's outstanding long-term debt related to the general government, as of June 30, 2003, was \$48,205,000, for various CIP related projects.

The maintenance of the infrastructure and the capital assets of the Town are of vital importance to the delivery of the quality services that the Town has been known for. To this end, the Capital Planning Committee is dedicated to accomplishing the following objectives:

- To review, plan, and coordinate capital improvements so as to promote a systematic, organized replacement and acquisition schedule

AUDITED FINANCIAL STATEMENTS

- To insure that, given limited resources, the capital needs of the community are met
- To present a sound financial package so as to stabilize and level out the debt of the Town. It should assure timely planning for the most economical method of financing capital improvements
- To insure wider community participation in the planning of projects and to reduce the pressure to fund a project which may not present as great a need as another project
- To promote a more effective administration and coordination of capital projects to reduce scheduling problems, and conflicting or overlapping projects not only among local departments but also among other local and state agencies and private enterprises such as the gas and electric companies.

In reviewing the requests of the operating departments the committee uses the following criteria for evaluation:

- Imminent threat to the health and safety of citizens/property.
- Maintenance of operations/necessary expenditure. This does not include ordinary maintenance but rather maintaining a current service level through improvement of a capital asset. These may be major expenditures that will avoid costly replacement in the future.
- Requirement of State or Federal Law/regulation.
- Improvement of infrastructure.
- Improvement of productivity.
- Alleviation of an overtaxed/overburdened situation.

The relationship of the project to other Town projects and needs is also considered in the review and prioritization.

The Town is a member of the Massachusetts Water Resources Authority (MWRA), which assesses member communities annually for their proportionate share of the MWRA's debt service. The Town has also adopted Chapter 59 Section 21C Paragraph N of the Massachusetts General Law, which allows for the shifting of the debt service for water and sewer to the tax rate above the limits of Proposition 2 ½. The Town shifted \$4,516,648 in fiscal year 2003 from the MWRA assessment to the property taxes. At this time the Town has not issued any other Town debt for water and sewer capital expenditures.

The Town of Arlington passed a debt exclusion vote to raise the funds necessary to purchase the Symmes Site, home of the former Symmes Hospital, in March 2001. The Town Meeting then formed the broadly representative Symmes Advisory Committee (SAC) to assist with redevelopment plans and to ensure that the plans were consistent with community goals and desires. On January 7, 2002, the Arlington Redevelopment Board (ARB) adopted the Symmes Arlington Conservation and Improvement Project (the Plan) as an urban renewal project in accordance with the procedures and requirements of Massachusetts General Law, chapter 121B. The plan was subsequently approved by the Town Meeting and by the Commonwealth's Department of Housing and Community Development (DHCD). The Town Meeting voted at a Special Town Meeting on January 12, 2002 to appropriate up to \$14,000,000 to purchase and maintain the old Symmes Hospital property until Town Meeting could vote how to utilize the property in the best interest of the Town. The ARB acquired the Site in April 2002. To date the Town, through the ARB, is managing the property, which has a medical office building on the property.

The Town of Arlington is in the process of renovating/replacing all of its 7 elementary schools. To date four schools have been completed, and three are in the design stage. Funding for the schools is from debt exclusion and is predicated on a 63% reimbursement from the State's School Building Assistance program. Three of the completed schools have begun receiving the state reimbursement and one (Peirce School) is on the state reimbursement list

AUDITED FINANCIAL STATEMENTS

pending future funding. The above capital borrowing was for work done on Peirce School and on additional renovations to the Hardy School.

The Reed's Brook project is a major renovation of a prior landfill site into a park and playing fields. This project, with a total cost of approximately \$7.4 million, has been funded from Community Development Block Grant, Federal Emergency Management Agency, State highway money and Town appropriations. It is anticipated that construction on the site will begin in next fiscal year.

The Town through its water/sewer enterprise funds appropriates money each year for rehabilitation of its infrastructure (water/sewer lines). Also the Town appropriates money in the Capital Plan for roadway construction, which is added to the Chapter 90 money that the Town receives each year from the Commonwealth of Massachusetts.

Please refer to the notes to the financial statements for further discussion of the major capital and debt activity.

Requests for Information

This financial report is designed to provide a general overview of the Town of Arlington's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Office of the Comptroller, 869 Massachusetts Avenue, Arlington, Massachusetts 02174.

AUDITED FINANCIAL STATEMENTS

STATEMENT OF NET ASSETS

JUNE 30, 2003

	<i>Primary Government</i>		
	Governmental Activities	Business-type Activities	Total
ASSETS			
CURRENT			
Cash and short-term investments	\$ 30,214,859	\$ 1,604,354	\$ 31,819,213
Investments	9,837,937	-	9,837,937
Receivables, net of allowance for uncollectibles:			
Real estate and personal property taxes	51,890	-	51,890
Real estate tax deferrals	247,856	-	247,856
Tax liens	317,178	-	317,178
Motor vehicle excise taxes	256,762	-	256,762
User fees	-	3,198,149	3,198,149
Departmental and other	45,000	-	45,000
Intergovernmental	4,209,454	-	4,209,454
Loans	943,332	-	943,332
Tax foreclosures	397,922	-	397,922
Investment in joint venture	1,003,667	-	1,003,667
NONCURRENT:			
Receivables, net of allowance for uncollectibles:			
Intergovernmental	20,256,975	-	20,256,975
Capital assets, net of accumulated depreciation	86,710,237	7,575,531	94,285,768
TOTAL ASSETS	154,493,069	12,378,034	166,871,103
LIABILITIES			
CURRENT			
Warrants payable	1,535,950	234,487	1,770,437
Accrued payroll	3,411,209	28,462	3,439,671
Health claims payable	890,000	-	890,000
Tax refunds payable	193,000	-	193,000
Accrued interest	574,808	-	574,808
Payroll withholdings	35,539	-	35,539
Abandoned property	17,928	-	17,928
Other liabilities	271,133	-	271,133
Customer deposits payable	4,926	-	4,926
Compensated absences	3,247,000	-	3,247,000
Workers' compensation	85,600	-	85,600
Bonds and notes payable	14,410,000	-	14,410,000
NONCURRENT:			
Compensated absences	1,607,000	-	1,607,000
Workers' compensation	999,800	-	999,800
Bonds and notes payable	44,295,000	-	44,295,000
TOTAL LIABILITIES	71,578,893	262,949	71,841,842
NET ASSETS			
Invested in capital assets, net of related debt	54,824,740	7,575,531	62,400,271
Restricted for:			
Loans	943,332	-	943,332
Permanent funds:			
Expendable	3,302,740	-	3,302,740
Nonexpendable	2,893,422	-	2,893,422
Other specific purposes	2,528,810	-	2,528,810
Unrestricted	18,421,132	4,539,554	22,960,686
TOTAL NET ASSETS	\$ 82,914,176	\$ 12,115,085	\$ 95,029,261

See notes to basic financial statements.

AUDITED FINANCIAL STATEMENTS

STATEMENT OF ACTIVITIES

FISCAL YEAR ENDED JUNE 30, 2003

		Program Revenues				
Functions/Programs	Expenses	Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	Net (Expense) Revenue	
Primary Government:						
Governmental Activities:						
General government.....	\$ 4,061,794	\$ 1,383,556	\$ 44,679	\$ -	\$ (2,633,559)	
Public safety.....	12,560,909	2,394,602	832,248	-	(9,334,059)	
Education.....	39,448,395	921,054	10,263,515	1,561,538	(26,702,288)	
Public works.....	8,035,843	1,212,491	251,981	-	(6,571,371)	
Property and natural resources.....	1,995,220	137,061	87,071	-	(1,771,088)	
Community development.....	5,626,899	829,137	2,338,374	1,315,311	(1,144,077)	
Human services.....	719,353	42,872	127,783	-	(548,698)	
Library.....	1,738,054	3,023	111,474	-	(1,623,557)	
Culture and recreation.....	510,354	225,591	238,865	-	(45,898)	
Pension benefits.....	11,755,931	-	6,693,092	-	(5,062,839)	
Employee benefits.....	9,507,106	-	-	-	(9,507,106)	
Interest.....	2,192,214	-	1,044,747	-	(1,147,467)	
State and county charges.....	2,860,897	-	-	-	(2,860,897)	
Total Governmental Activities.....	101,012,969	7,149,387	22,033,829	2,876,849	(68,952,904)	
Business-Type Activities:						
Water/Sewer.....	11,093,788	6,647,074	-	-	(4,446,714)	
Youth Services.....	328,271	47,051	10,000	-	(271,220)	
Council on Aging.....	83,130	15,101	68,661	-	632	
Veterans' Rink.....	392,898	268,677	-	-	(124,221)	
Recreation.....	303,025	286,780	-	-	(16,245)	
Total Business-Type Activities.....	12,201,112	7,264,683	78,661	-	(4,857,768)	
Total Primary Government.....	\$ 113,214,081	\$ 14,414,070	\$ 22,112,490	\$ 2,876,849	\$ (73,810,672)	

See notes to basic financial statements.

(Continued)

AUDITED FINANCIAL STATEMENTS

STATEMENT OF ACTIVITIES (Continued)

FISCAL YEAR ENDED JUNE 30, 2003

	Primary Government		
	Governmental Activities	Business-Type Activities	Total
Changes in net assets:			
Net (expense) revenue from previous page...	\$ <u>(68,952,904)</u>	\$ <u>(4,857,768)</u>	\$ <u>(73,810,672)</u>
<i>General revenues:</i>			
Real estate and personal property taxes, net of tax refunds payable.....	60,321,682	-	60,321,682
Tax liens.....	130,035	-	130,035
Motor vehicle excise taxes.....	4,510,826	-	4,510,826
Hotel/motel tax.....	40,888	-	40,888
Penalties and interest on taxes.....	221,868	-	221,868
Grants and contributions not restricted to specific programs.....	9,155,899	-	9,155,899
Unrestricted investment income.....	633,706	-	633,706
Miscellaneous.....	65,378	-	65,378
<i>Transfers, net</i>	<u>(4,807,772)</u>	<u>4,807,772</u>	<u>-</u>
Total general revenues and transfers.....	<u>70,272,510</u>	<u>4,807,772</u>	<u>75,080,282</u>
Change in net assets.....	1,319,606	(49,996)	1,269,610
<i>Net Assets:</i>			
Beginning of year.....	<u>81,594,570</u>	<u>12,165,081</u>	<u>93,759,651</u>
End of year.....	\$ <u><u>82,914,176</u></u>	\$ <u><u>12,115,085</u></u>	\$ <u><u>95,029,261</u></u>

(Concluded)

AUDITED FINANCIAL STATEMENTS

GOVERNMENTAL FUNDS BALANCE SHEET

JUNE 30, 2003

ASSETS	General	Capital Borrowing Funds	Nonmajor Governmental Funds	Total Governmental Funds
Cash and short-term investments	\$ 14,040,708	\$ 2,352,995	\$ 13,821,156	\$ 30,214,859
Investments	2,792,781	-	7,045,156	9,837,937
Receivables, net of uncollectibles				
Real estate and personal property taxes	51,890	-	-	51,890
Real estate tax deferrals	247,856	-	-	247,856
Tax liens	317,178	-	-	317,178
Motor vehicle excise taxes	256,762	-	-	256,762
Departmental and other	45,000	-	-	45,000
Intergovernmental	21,600,000	-	2,866,429	24,466,429
Loans	-	-	943,332	943,332
Tax foreclosures	397,922	-	-	397,922
Investment in joint venture	-	-	1,003,667	1,003,667
TOTAL ASSETS	\$ 39,750,097	\$ 2,352,995	\$ 25,679,740	\$ 67,782,832
LIABILITIES AND FUND BALANCES				
LIABILITIES:				
Warrants payable	\$ 832,153	\$ 310,490	\$ 393,307	\$ 1,535,950
Accrued payroll	3,377,382	-	33,827	3,411,209
Health claims payable	890,000	-	-	890,000
Tax refunds payable	193,000	-	-	193,000
Liabilities due depositors	4,926	-	-	4,926
Payroll withholdings	35,539	-	-	35,539
Abandoned property	17,928	-	-	17,928
Other liabilities	271,133	-	-	271,133
Deferred revenues	22,844,608	-	3,777,846	26,622,454
Notes payable	-	8,000,000	2,500,000	10,500,000
TOTAL LIABILITIES	28,466,669	8,310,490	6,704,980	43,482,139
FUND BALANCES:				
Reserved for:				
Encumbrances and continuing appropriations	3,491,724	-	-	3,491,724
Loans	-	-	943,332	943,332
Perpetual permanent funds	-	-	2,893,422	2,893,422
Unreserved:				
Designated for municipal insurance	3,510,381	-	-	3,510,381
Designated for subsequent year's expenditures	1,774,342	-	-	1,774,342
Undesignated, reported in:				
General fund	2,506,981	-	-	2,506,981
Special revenue funds	-	-	11,124,950	11,124,950
Capital projects funds	-	(5,957,495)	710,316	(5,247,179)
Permanent funds	-	-	3,302,740	3,302,740
TOTAL FUND BALANCES	11,283,428	(5,957,495)	18,974,760	24,300,693
TOTAL LIABILITIES AND FUND BALANCES	\$ 39,750,097	\$ 2,352,995	\$ 25,679,740	\$ 67,782,832

See notes to basic financial statements.

AUDITED FINANCIAL STATEMENTS

RECONCILIATION OF THE GOVERNMENTAL FUNDS BALANCE SHEET TOTAL FUND BALANCES TO THE STATEMENT OF NET ASSETS

FISCAL YEAR ENDED JUNE 30, 2003

Total governmental fund balances.....	\$ 24,300,693
Capital assets (net) used in governmental activities are not financial resources and, therefore, are not reported in the funds.....	86,710,237
Accounts receivable are not available to pay for current-period expenditures and, therefore, are deferred in the funds.....	26,622,454
In the statement of activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due.....	(574,808)
Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the governmental funds	
Bonds and notes payable.....	(48,205,000)
Workers compensation.....	(1,085,400)
Compensated absences.....	<u>(4,854,000)</u>
Net effect of reporting long-term liabilities.....	<u>(54,144,400)</u>
Net assets of governmental activities.....	\$ <u><u>82,914,176</u></u>

See notes to basic financial statements.

AUDITED FINANCIAL STATEMENTS

GOVERNMENTAL FUNDS STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FISCAL YEAR ENDED JUNE 30, 2003

	General	Capital Borrowing Funds	Nonmajor Governmental Funds	Total Governmental Funds
REVENUES				
Real estate and personal property taxes, net of tax refunds	\$ 60,231,926	\$ -	\$ -	\$ 60,231,926
Tax liens	129,406	-	-	129,406
Motor vehicle excise taxes	4,064,628	-	-	4,064,628
Hotel/motel tax	40,888	-	-	40,888
Intergovernmental	23,547,304	1,215,344	6,778,595	31,541,243
Departmental and other	3,336,948	-	4,005,560	7,342,508
Contributions	-	-	1,106,442	1,106,442
Investment income	509,834	21,532	422,767	954,133
Miscellaneous	-	-	58,400	58,400
TOTAL REVENUES	91,860,934	1,236,876	12,371,764	105,469,574
EXPENDITURES				
Current				
General government	3,684,395	2,541,743	317,289	6,543,427
Public safety	10,808,063	154,394	1,409,375	12,371,832
Education	33,441,606	3,163,360	4,766,030	41,370,996
Public works	7,075,393	604,716	1,029,366	8,709,475
Property and natural resources	1,448,234	28,373	518,613	1,995,220
Community development	563,852	515,675	4,547,372	5,626,899
Human services	559,297	-	220,988	780,285
Library	1,619,355	-	118,699	1,738,054
Culture and recreation	-	-	281,257	281,257
Pension benefits	11,755,931	-	-	11,755,931
Employee benefits	9,573,706	-	-	9,573,706
State and county charges	2,860,897	-	-	2,860,897
Debt service				
Principal	4,290,000	-	-	4,290,000
Interest	2,262,440	-	-	2,262,440
TOTAL EXPENDITURES	89,943,169	7,008,261	13,208,989	110,160,419
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	1,917,765	(5,771,385)	(837,225)	(4,690,845)
OTHER FINANCING SOURCES (USES)				
Proceeds from bonds and notes	-	2,000,000	-	2,000,000
Transfers in	1,563,630	55,000	1,229,373	2,848,003
Transfers out	(5,054,289)	(378,531)	(2,222,955)	(7,655,775)
TOTAL OTHER FINANCING SOURCES (USES)	(3,490,659)	1,676,469	(993,582)	(2,807,772)
NET CHANGE IN FUND BALANCES	(1,572,894)	(4,094,916)	(1,830,807)	(7,498,617)
FUND BALANCES AT BEGINNING OF YEAR	12,856,322	(1,862,579)	20,805,567	31,799,310
FUND BALANCES AT END OF YEAR	\$ 11,283,428	\$ (5,957,495)	\$ 18,974,760	\$ 24,300,693

AUDITED FINANCIAL STATEMENTS

RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS TO THE STATEMENT OF ACTIVITIES

FISCAL YEAR ENDED JUNE 30, 2003

Net change in fund balances - total governmental funds..... \$ (7,498,617)

Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense.

Capital outlay.....	6,007,236	
Depreciation expense.....	<u>(2,332,612)</u>	
Net effect of reporting capital assets.....		3,674,624

Revenues in the Statement of Activities that do not provide current financial resources are fully deferred in the Statement of Revenues, Expenditures and Changes in Fund Balances. Therefore, the recognition of revenue for various types of accounts receivable (i.e., real estate and personal property, motor vehicle excise, etc.) differ between the two statements. This amount represents the net change in deferred revenue..... 1,670,773

The issuance of long-term debt (e.g., bonds and leases) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the financial resources of governmental funds. Neither transaction, however, has any effect on net assets. Also, governmental funds report the effect of premiums, discounts, and similar items when debt is first issued, whereas these amounts are deferred and amortized in the Statement of Activities.

Proceeds from bonds and notes.....	(2,000,000)	
Debt service principal payments.....	<u>4,290,000</u>	
Net effect of reporting long-term debt.....		2,290,000

Some expenses reported in the Statement of Activities do not require the use of current financial resources and, therefore, are not reported as expenditures in the governmental funds.

Net change in compensated absences accrual.....	1,046,000	
Net change in accrued interest on long-term debt.....	70,226	
Net change in worker's compensation accrual.....	<u>66,600</u>	
Net effect of recording long-term liabilities and amortizing deferred losses.....		<u>1,182,826</u>

Change in net assets of governmental activities..... \$ 1,319,606

See notes to basic financial statements.

AUDITED FINANCIAL STATEMENTS

PROPRIETARY FUNDS STATEMENT OF NET ASSETS

JUNE 30, 2003

	Business-type Activities - Enterprise Funds					
	Water and Sewer Enterprise	Youth Services Enterprise	Council On Aging Enterprise	Veterans' Risk Enterprise	Recreation Enterprise	Total
ASSETS						
CURRENT						
Cash and short-term investments	\$ 1,486,086	\$ 11,172	\$ 107,096	\$ -	\$ -	\$ 1,604,354
Receivables, net of allowance for uncollectibles						
User fees	3,198,149	-	-	-	-	3,198,149
Total current assets	4,684,235	11,172	107,096	-	-	4,802,503
NONCURRENT						
Capital assets, net of accumulated depreciation	7,445,905	-	24,288	83,255	22,083	7,575,531
TOTAL ASSETS	12,130,140	11,172	131,384	83,255	22,083	12,378,034
LIABILITIES						
CURRENT						
Warrants payable	216,074	97	2,878	15,438	-	234,487
Accrued payroll	10,654	5,940	840	203	10,825	28,462
Total current liabilities	226,728	6,037	3,718	15,641	10,825	262,949
TOTAL LIABILITIES	226,728	6,037	3,718	15,641	10,825	262,949
NET ASSETS						
Invested in capital assets, net of related debt	7,445,905	-	24,288	83,255	22,083	7,575,531
Unrestricted	4,457,507	5,135	103,378	(15,641)	(10,825)	4,539,554
TOTAL NET ASSETS	\$ 11,903,412	\$ 5,135	\$ 127,666	\$ 67,614	\$ 11,258	\$ 12,115,085

See notes to basic financial statements

AUDITED FINANCIAL STATEMENTS

PROPRIETARY FUNDS STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

FISCAL YEAR ENDED JUNE 30, 2003

	Business-type Activities - Enterprise Funds					
	Water and Sewer Enterprise	Youth Services Enterprise	Council On Aging Enterprise	Veterans' Risk Enterprise	Recreation Enterprise	Total
<u>OPERATING REVENUES</u>						
Charges for services	\$ 6,632,481	\$ 47,051	\$ 15,912	\$ 268,677	\$ 286,780	\$ 7,250,901
Contributions	-	10,000	-	-	-	10,000
TOTAL OPERATING REVENUES	6,632,481	57,051	15,912	268,677	286,780	7,260,901
<u>OPERATING EXPENSES</u>						
Cost of services and administration	10,845,672	328,271	77,069	384,282	298,283	11,933,577
Depreciation	248,116	-	6,061	8,616	4,742	267,535
TOTAL OPERATING EXPENSES	11,093,788	328,271	83,130	392,898	303,025	12,201,112
OPERATING INCOME (LOSS)	(4,461,307)	(271,220)	(67,218)	(124,221)	(16,245)	(4,940,211)
<u>NONOPERATING REVENUES (EXPENSES)</u>						
Investment income	14,593	-	-	-	-	14,593
Intergovernmental	-	-	67,850	-	-	67,850
TOTAL NONOPERATING REVENUES, (EXPENSES), NET	14,593	-	67,850	-	-	82,443
INCOME (LOSS) BEFORE TRANSFERS	(4,446,714)	(271,220)	632	(124,221)	(16,245)	(4,857,768)
<u>TRANSFERS</u>						
Transfers in	4,516,648	288,124	-	533	2,467	4,807,772
CHANGE IN NET ASSETS	69,934	16,904	632	(123,688)	(13,778)	(49,996)
NET ASSETS AT BEGINNING OF YEAR	11,833,478	(11,769)	127,034	191,302	25,036	12,165,081
NET ASSETS AT END OF YEAR	\$ 11,903,412	\$ 5,135	\$ 127,666	\$ 67,614	\$ 11,258	\$ 12,115,085

See notes to basic financial statements

AUDITED FINANCIAL STATEMENTS

PROPRIETARY FUNDS STATEMENT OF CASH FLOWS

FISCAL YEAR ENDED JUNE 30, 2003

	Water and Sewer Enterprise	Youth Services Enterprise	Council On Aging Enterprise	Veterans' Risk Enterprise	Recreation Enterprise	Total
CASH FLOWS FROM OPERATING ACTIVITIES:						
Receipts from customers and users.....	\$ 6,578,295	\$ 57,051	\$ 15,912	\$ 268,677	\$ 286,780	\$ 7,206,715
Payments to vendors.....	(9,452,214)	(13,169)	(29,502)	(291,826)	(52,113)	(9,838,824)
Payments to employees.....	(1,551,070)	(320,834)	(49,539)	(81,238)	(241,362)	(2,244,043)
NET CASH FROM OPERATING ACTIVITIES.....	(4,424,989)	(276,952)	(63,129)	(104,387)	(6,695)	(4,876,153)
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:						
Transfers in.....	4,516,648	288,124	-	533	2,467	4,807,772
Intergovernmental subsidy.....	-	-	67,850	-	-	67,850
NET CASH FROM NONCAPITAL FINANCING ACTIVITIES.....	4,516,648	288,124	67,850	533	2,467	4,875,622
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES:						
Acquisition and construction of capital assets.....	(1,702,896)	-	-	-	-	(1,702,896)
Principal payments on bonds and notes.....	(191,313)	-	-	-	-	(191,313)
NET CASH FROM CAPITAL AND RELATED FINANCING ACTIVITIES.....	(1,894,209)	-	-	-	-	(1,894,209)
CASH FLOWS FROM INVESTING ACTIVITIES:						
Investment income.....	14,593	-	-	-	-	14,593
NET CHANGE IN CASH AND SHORT-TERM INVESTMENTS.....	(1,787,957)	11,172	4,721	(103,854)	(4,228)	(1,880,146)
CASH AND SHORT-TERM INVESTMENTS AT BEGINNING OF YEAR.....	3,274,043	-	102,375	103,854	4,228	3,484,500
CASH AND SHORT-TERM INVESTMENTS AT END OF YEAR.....	\$ 1,486,086	\$ 11,172	\$ 107,096	\$ -	\$ -	\$ 1,604,354
RECONCILIATION OF OPERATING INCOME (LOSS) TO NET CASH FROM OPERATING ACTIVITIES:						
Operating income (loss).....	\$ (4,461,307)	\$ (271,220)	\$ (67,218)	\$ (124,221)	\$ (16,245)	\$ (4,940,211)
Adjustments to reconcile operating income (loss) to net cash from operating activities:						
Depreciation.....	248,116	-	6,061	8,616	4,742	267,535
Changes in assets and liabilities:						
User fees.....	(54,186)	-	-	-	-	(54,186)
Warrants payable.....	(158,617)	(1,140)	(1,976)	14,276	(916)	(148,373)
Accrued payroll.....	1,005	(1,328)	4	(3,058)	5,724	2,347
Due to other funds.....	-	(3,264)	-	-	-	(3,264)
Total adjustments.....	36,318	(5,732)	4,089	19,834	9,550	64,059
NET CASH FROM OPERATING ACTIVITIES.....	\$ (4,424,989)	\$ (276,952)	\$ (63,129)	\$ (104,387)	\$ (6,695)	\$ (4,876,152)

See notes to basic financial statements.

AUDITED FINANCIAL STATEMENTS

FIDUCIARY FUNDS STATEMENT OF FIDUCIARY NET ASSETS

JUNE 30, 2003

	Pension Trust Fund (as of December 31, 2002)	Private Purpose Trust Funds	Agency Funds
ASSETS			
CURRENT:			
Cash and short-term investments.....	\$ 67,644,336	\$ 215,362	\$ 52,914
Investments.....	26,223,109	3,605,331	-
Interest and dividends.....	314,738	-	-
Receivables, net of allowance for uncollectibles:			
Departmental and other.....	190	-	-
TOTAL ASSETS	<u>94,182,373</u>	<u>3,820,693</u>	<u>52,914</u>
LIABILITIES			
Warrants payable.....	-	313	3,011
Liabilities due depositors.....	-	-	49,903
TOTAL LIABILITIES	<u>-</u>	<u>313</u>	<u>52,914</u>
NET ASSETS			
Held in trust for pension benefits and other purposes.....	\$ <u>94,182,373</u>	\$ <u>3,820,380</u>	\$ <u>-</u>

See notes to basic financial statements.

AUDITED FINANCIAL STATEMENTS

FIDUCIARY FUNDS STATEMENT OF CHANGES IN FIDUCIARY NET ASSETS

FISCAL YEAR ENDED JUNE 30, 2003

	Pension Trust Fund (as of December 31, 2002)	Private Purpose Trust Funds
ADDITIONS:		
Contributions:		
Employer.....	\$ 5,321,836	\$ -
Employee.....	2,070,829	-
Private donations.....	-	284,092
Total contributions.....	7,392,665	284,092
Net investment income (loss):		
Net change in fair value of investments.....	(15,608,433)	-
Interest.....	2,004,904	115,525
Total investment income (loss).....	(13,603,529)	115,525
Less: investment expense.....	(432,481)	-
Net investment income (loss).....	(14,036,010)	115,525
Intergovernmental.....	687,258	-
Transfers from other systems.....	174,528	-
TOTAL ADDITIONS.....	(5,781,559)	399,617
DEDUCTIONS:		
Administration.....	143,072	-
Transfers to other systems.....	173,861	-
Retirement benefits and refunds.....	10,953,002	-
Human services.....	-	6,673
Educational scholarships.....	-	344,198
TOTAL DEDUCTIONS.....	11,269,935	350,871
CHANGE IN NET ASSETS.....	(17,051,494)	48,746
NET ASSETS AT BEGINNING OF YEAR.....	111,233,867	3,771,634
NET ASSETS AT END OF YEAR.....	\$ 94,182,373	\$ 3,820,380

See notes to basic financial statements.

AUDITED FINANCIAL STATEMENTS

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accompanying basic financial statements of the Town of Arlington, Massachusetts (the Town) have been prepared in accordance with accounting principles generally accepted in the United States of America (GAAP). The Governmental Accounting Standards Board (GASB) is the recognized standard-setting body for establishing governmental accounting and financial reporting principles. The significant accounting policies are described herein.

A. Reporting Entity

The Town is a municipal corporation governed by "The Town Manager Act of the Town of Arlington, Massachusetts", the "By-Laws of the Town of Arlington", and Massachusetts General Laws Chapter 43A, "Standard Form of Representative Town Meeting Government". The executive branch is made up of a five-member Board of Selectmen elected at large. The Board hires a professional manager to administer the daily operations of the government. The legislative branch is a Town Meeting made up of 252 representatives, elected from each of the twenty-one precincts in the Town. Arlington is also a member of the 7th Massachusetts Congressional District, 4th Middlesex State Senatorial District, and the 25th and 26th Middlesex State Representative Districts.

For financial reporting purposes, the Town has included all funds, organizations, account groups, agencies, boards, commissions and institutions. The Town has also considered all potential component units for which it is financially accountable as well as other organizations for which the nature and significance of their relationship with the Town are such that exclusion would cause the basic financial statements to be misleading or incomplete. As required by GAAP, these basic financial statements present the Town (the primary government) and its component units. One entity has been included as a component unit in the reporting entity, because of the significance of its operational and/or financial relationship.

Blended Component Units – Blended component units are entities that are legally separate from the Town, but are so related that they are, in substance, the same as the Town or entities providing services entirely or almost entirely for the benefit of the Town. The following component unit is blended within the primary government:

In the Fiduciary Funds:

The Arlington Contributory Retirement System (the System) was established to provide retirement benefits to Town employees and their beneficiaries. The System is governed by a five-member board comprised of the Town Comptroller (ex-officio), two members elected by the System's participants, one member appointed by the Board of Selectmen and one member appointed by the Retirement Board's members. The System is presented using the accrual basis of accounting and is reported as a Pension Trust Fund.

Availability of Financial Information for Component Units

The System did not issue a separate audited financial statement. The System issues a publicly available unaudited financial report in accordance with guidelines established by the Commonwealth of Massachusetts' (Commonwealth) Public Employee Retirement Administration Commission (PERAC). That report may be obtained by contacting the System located at 869 Massachusetts Avenue, Room 102, Arlington, MA 02476-4701.

Joint Ventures - The Town is a member of the North East Solid Waste Committee (NESWC), a joint venture with 23 communities organized to represent its members in all matters related with solid waste disposal at a regional waste-to-energy facility located in North Andover, Massachusetts. In accordance with a depository agreement, NESWC was granted control over various funds received from contract communities. As of June 30, 2003, the Town's equity interest in the operation of NESWC is \$1,003,667, which is recorded as a receivable in the Tip Fee Stabilization Fund classified as a Nonmajor Governmental Fund in the financial statements. Complete financial statements for NESWC can be obtained directly from their administrative office located at 3 Burlington Woods Park, Burlington, MA 01803.

AUDITED FINANCIAL STATEMENTS

B. Government-Wide and Fund Financial Statements

Government-Wide Financial Statements

The government-wide financial statements (i.e., statement of net assets and the statement of changes in net assets) report information on all of the non-fiduciary activities of the primary government and its component units.

Governmental activities, which are primarily supported by taxes and intergovernmental revenues, are reported separately from *business-type activities*, which are supported primarily by user fees and charges.

Fund Financial Statements

Separate financial statements are provided for governmental funds, proprietary funds, and fiduciary funds, even though fiduciary funds are excluded from the government-wide financial statements. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements.

Nonmajor funds are aggregated and displayed in a single column.

Major Fund Criteria

Major funds must be reported if the following criteria are met:

- If the total assets, liabilities, revenues, or expenditures/expenses of an individual governmental or enterprise fund are at least 10 percent of the corresponding element (assets, liabilities, etc.) for all funds of that category or type (total governmental or total enterprise funds), *and*
- If the total assets, liabilities, revenues, or expenditures/expenses of the individual governmental fund or enterprise fund are at least 5 percent of the corresponding element for all governmental and enterprise funds combined.

Additionally, any other governmental or enterprise fund that management believes is particularly significant to the basic financial statements may be reported as a major fund.

Fiduciary funds are reported by fund type.

C. Measurement Focus, Basis of Accounting and Financial Statement Presentation

Government-Wide Financial Statements

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred. Real estate and personal property taxes are recognized as revenues in the fiscal year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

The statement of activities demonstrates the degree to which the direct expenses of a particular function or segment are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenues include the following:

- Charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment.
- Grants and contributions that are restricted to meeting the operational requirements of a particular function or segment.

AUDITED FINANCIAL STATEMENTS

- Grants and contributions that are restricted to meeting the capital requirements of a particular function or segment.

Taxes and other items not identifiable as program revenues are reported as general revenues.

For the most part, the effect of interfund activity has been removed from the government-wide financial statements. Exceptions are charges between the general fund and water and sewer enterprise fund. Elimination of these charges would distort the direct costs and program revenues reported for the functions affected.

Fund Financial Statements

Governmental fund financial statements are reported using the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred, except for unmatured interest on general long-term debt which is recognized when due, and certain compensated absences, claims and judgments which are recognized when the obligations are expected to be liquidated with current expendable available resources.

The Town considers property tax revenues available if they are collected within 60 days after fiscal year-end. Investment income is susceptible to accrual. Other receipts and tax revenues become measurable and available when the cash is received and are recognized as revenue at that time.

Entitlements and shared revenues are recorded at the time of receipt or earlier if the susceptible to accrual criteria is met. Expenditure driven grants recognize revenue when the qualifying expenditures are incurred and all other grant requirements are met.

The following major governmental funds are reported:

The *general fund* is the primary operating fund. It is used to account for all financial resources, except those that are required to be accounted for in another fund.

The *capital borrowing fund* is a capital project fund used to account for the Town's annual capital appropriations that are budgeted to be financed through long-term borrowing.

The nonmajor governmental funds consist of special revenue, other capital projects, and permanent funds that are aggregated and presented in the *nonmajor governmental funds* column on the governmental funds financial statements. The following describes the general use of these fund types:

The *special revenue fund* is used to account for the proceeds of specific revenue sources (other than permanent funds or capital projects funds) that are restricted by law or administrative action to expenditures for specified purposes.

The *capital projects fund* is used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by enterprise and trust funds).

The *permanent fund* is used to account for financial resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the governmental programs.

Proprietary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred.

AUDITED FINANCIAL STATEMENTS

Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with the proprietary funds principal ongoing operations. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

The following major proprietary funds are reported:

The *water and sewer enterprise fund* is used to account for the water and sewer activities.

The *youth services fund* is used to account for the youth services activities.

The *council on aging fund* is used to account for the council on aging activities.

The *veterans' rink fund* is used to account for the veterans' rink activities.

The *recreation fund* is used to account for the recreation activities.

Fiduciary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Fiduciary funds are used to account for assets held in a trustee capacity for others that cannot be used to support the governmental programs.

The following fiduciary fund types are reported:

The *pension trust fund* is used to account for the activities of the System, which accumulates resources to provide pension benefits to eligible retirees and their beneficiaries.

The *private-purpose trust fund* is used to account for trust arrangements, other than those properly reported in the pension trust fund or permanent fund, under which principal and investment income exclusively benefit individuals, private organizations, or other governments.

The *agency fund* is used to account for assets held in a purely custodial capacity.

Government-Wide and Fund Financial Statements

For the government-wide financial statements, and proprietary and fiduciary fund accounting, all applicable Financial Accounting Standards Board (FASB) pronouncements issued on or prior to November 30, 1989, are applied, unless those pronouncements conflict with or contradict GASB pronouncements.

D. Cash and Investments

Government-Wide and Fund Financial Statements

Cash and cash equivalents are considered to be cash on hand, demand deposits and short-term investments with an original maturity of three months or less from the date of acquisition.

Investments are carried at fair value.

AUDITED FINANCIAL STATEMENTS

E. Accounts Receivable

Government-Wide and Fund Financial Statements

The recognition of revenue related to accounts receivable reported in the government-wide financial statements and the proprietary funds and fiduciary funds financial statements are reported under the accrual basis of accounting. The recognition of revenue related to accounts receivable reported in the governmental funds financial statements are reported under the modified accrual basis of accounting.

Real Estate, Personal Property Taxes and Tax Liens

Property taxes are levied and based on values assessed on January 1st of every year. Assessed values are established by the Board of Assessor's for 100% of the estimated fair market value. Taxes are due on August 1st, November 1st, February 1st and May 1st and are subject to penalties and interest if they are not paid by the respective due date. Property taxes levied are recorded as receivables in the fiscal year of the levy.

Tax liens are processed during the fourth quarter of every fiscal year on delinquent properties and are recorded as receivables in the fiscal year they are processed.

Real estate receivables are secured via the tax lien process and are considered 100% collectible. Accordingly, an allowance for uncollectibles is not reported.

Personal property taxes cannot be secured through the lien process. The allowance of uncollectibles is estimated based on historical trends and specific account analysis.

Motor Vehicle Excise

Motor vehicle excise taxes are assessed annually for each vehicle registered in the Town and are recorded as receivables in the fiscal year of the levy. The Commonwealth is responsible for reporting the number of vehicles registered and the fair values of those vehicles to the Town. The tax calculation is the fair value of the vehicle multiplied by \$25 per \$1,000 of value.

The allowance of uncollectibles is estimated based on historical trends and specific account analysis.

User Fees

Water and sewer user fees are levied semi-annually based on individual meter readings and are subject to penalties and interest if they are not paid by the respective due date. Water and sewer liens are processed in June of every year and are included as a lien on the property owner's tax bill in the following fiscal year. Water and sewer user fees are recorded as receivables in the fiscal year of the levy and an unbilled estimate.

Water and sewer user fees are secured via the tax lien process and are considered 100% collectible. Accordingly, an allowance for uncollectibles is not reported.

Departmental and Other

Departmental and other receivables consist primarily of reimbursements for veteran's services, rubbish collection fees, and fire alarm renewal fees and are recorded as receivables in the fiscal year accrued.

The allowance for uncollectibles is estimated based on historical trends and specific account analysis.

AUDITED FINANCIAL STATEMENTS

Intergovernmental

Various federal and state grants for operating and capital purposes are applied for and received annually. For non-expenditure driven grants, revenue is recognized as soon as all eligibility requirements imposed by the provider have been met. For expenditure driven grants, revenue is recognized when the qualifying expenditures are incurred and all other grant requirements are met.

These receivables are considered 100% collectible and therefore do not report an allowance for uncollectibles.

Loans

The Department of Planning and Community Development administers loan programs that provide housing assistance to residents. Upon issuance, a receivable is recorded for the principal amount of the loan.

The allowance for uncollectibles is estimated based on historical trends and specific account analysis.

F. Inventories

Government-Wide and Fund Financial Statements

Inventories are recorded as expenditures at the time of purchase. Such inventories are not material in total to the government-wide and fund financial statements, and therefore are not reported.

G. Capital Assets

Government-Wide and Proprietary Fund Financial Statements

Capital assets, which include land, land improvements, buildings, machinery and equipment, and infrastructure (e.g., roads, water mains, sewer mains, and similar items), are reported in the applicable governmental or business-type activity column of the government-wide financial statements. Capital assets are recorded at historical cost or at estimated historical cost if actual historical cost is not available. Donated capital assets are recorded at the estimated fair market value at the date of donation. Construction period interest is capitalized on constructed capital assets except for the capital assets of the governmental activities column in the government-wide financial statements.

All purchases and construction costs in excess of \$10,000 are capitalized at the date of acquisition or construction, respectively, with expected useful lives of greater than one year.

Capital assets (excluding land) are depreciated on a straight-line basis. The estimated useful lives of capital assets are as follows:

<u>Capital Asset Type</u>	<u>Estimated Useful Life (in years)</u>
Land improvements.....	50
Buildings.....	50
Vehicles.....	10
Machinery and equipment.....	10
Infrastructure.....	20
Sewer and water lines.....	60

The cost of normal maintenance and repairs that do not add to the value of the assets or materially extend asset lives are not capitalized and are treated as expenses when incurred. Improvements are capitalized.

AUDITED FINANCIAL STATEMENTS

Governmental Fund Financial Statements

Capital asset costs are recorded as expenditures in the acquiring fund in the fiscal year of the purchase.

H. Interfund Receivables and Payables

During the course of its operations, transactions occur between and within individual funds that may result in amounts owed between funds.

Government-Wide Financial Statements

Any residual balances outstanding between the governmental activities and business-type activities are reported in the statement of net assets as "internal balances".

Fund Financial Statements

Transactions of a buyer/seller nature between and within funds are *not* eliminated from the individual fund statements. Receivables and payables resulting from these transactions are classified as "Due from other funds" or "Due to other funds" on the balance sheet.

I. Interfund Transfers

During the course of its operations, resources are permanently reallocated between and within funds. These transactions are reported as operating transfers in and operating transfers out.

Government-Wide Financial Statements

Operating transfers between and within governmental funds and fiduciary funds are eliminated from the governmental activities in the statement of activities. Any residual balances outstanding between the governmental activities and business-type activities are reported in the statement of activities as "Transfers, net".

Fund Financial Statements

Operating transfers between and within funds are *not* eliminated from the individual fund statements and are reported as operating transfers in and operating transfers out.

J. Deferred Revenue

Deferred revenue at the governmental fund financial statement level represents billed receivables that do not meet the available criterion in accordance with the current financial resources measurement focus and the modified accrual basis of accounting. Deferred revenue is recognized as revenue in the conversion to the government-wide (full accrual) financial statements.

K. Net Assets and Fund Equity

Government-Wide Financial Statements (Net Assets)

Net assets are reported as restricted when amounts that are not available for appropriation or are legally restricted by outside parties for a specific future use.

Net assets have been "restricted for" the following:

"Loans" represents community development outstanding loans receivable balances.

AUDITED FINANCIAL STATEMENTS

"Permanent funds - expendable" represents the expendable resources generated by amounts held in trust which stipulate that only earnings may be used for purposes that support governmental programs.

"Permanent funds - nonexpendable" represents the permanently restricted portion of amounts held in trust which stipulate that only earnings may be used for purposes that support governmental programs.

"Other specific purposes" represents restrictions placed on assets from outside parties.

Fund Financial Statements (Fund Balances)

Fund balances are reserved for amounts that are not available for appropriation or are legally restricted by outside parties for a specific future use. Designations of fund balance represent tentative management plans that are subject to change.

Fund balances have been "reserved for" the following:

"Encumbrances and continuing appropriations" represents amounts obligated under purchase orders, contracts and other commitments for expenditures that are being carried over to the ensuing fiscal year.

"Loans" represents community development outstanding loans receivable balances.

"Perpetual permanent funds" represents amounts held in trust for which only investment earnings may be expended.

Fund balances have been "designated for" the following:

"Municipal insurance" represents the amounts the Town has designated for employee healthcare self-insurance.

"Subsequent year's expenditures" represents amounts appropriated for the fiscal year 2004 operating budget.

L. Long-term debt

Government-Wide and Proprietary Fund Financial Statements

Long-term debt is reported as liabilities in the government-wide and proprietary fund statement of net assets. Material bond premiums and discounts are deferred and amortized over the life of the bonds using the effective interest method. Bonds payable are reported net of the applicable bond premium or discount.

Governmental Fund Financial Statements

The face amount of governmental funds long-term debt is reported as other financing sources. Bond premiums and discounts, as well as issuance costs, are recognized in the current period. Bond premiums are reported as other financing sources and bond discounts are reported as other financing uses. Issuance costs, whether or not withheld from the actual bond proceeds received, are reported as general government expenditures.

AUDITED FINANCIAL STATEMENTS

M. Investment Income

Excluding the permanent funds, investment income derived from major and nonmajor governmental funds is legally assigned to the general fund unless otherwise directed by Massachusetts General Law (MGL). Investment income from the enterprise funds (except the water and sewer enterprise fund) is voluntarily assigned and transferred to the general fund.

N. Compensated Absences

Employees are granted vacation and sick leave in varying amounts based on collective bargaining agreements, state laws and executive policies.

Government-Wide and Proprietary Fund Financial Statements

Vested or accumulated vacation and sick leave are reported as liabilities and expensed as incurred.

Governmental Fund Financial Statements

Vested or accumulated vacation and sick leave, which will be liquidated with expendable available financial resources, are reported as expenditures and fund liabilities.

O. Post Retirement Benefits

Government-Wide and Fund Financial Statements

In addition to providing pension benefits, health insurance coverage is provided for retired employees and their survivors in accordance with MGL, Chapter 32, on a pay-as-you-go basis. The cost of providing health insurance is recognized by recording the employer's 75-90% share of insurance premiums in the general fund in the fiscal year paid. For the fiscal year ended June 30, 2003, this expense/expenditure totaled approximately \$2,600,000. There were approximately 900 participants eligible to receive benefits at June 30, 2003.

The Commonwealth of Massachusetts administers a health insurance plan for all retired teachers of the Commonwealth. The cost of providing that benefit is assessed to each community annually. For the fiscal year ending June 30, 2003 this expense/expenditure amounted to \$4,114. The number of participants covered is not provided by the Commonwealth.

P. Fund Deficits

Several individual fund deficits exist at June 30, 2003, within the special revenue funds classified as non-major governmental funds and within the capital borrowing funds classified as a major governmental fund. These deficits will be funded through available funds and grants during fiscal year 2004.

At June 30, 2003, the Veterans' Rink enterprise fund had a deficit of \$15,641 and the recreation enterprise fund had a deficit of \$10,825. These deficits will be funded through available funds.

Q. Use of Estimates

Government-Wide and Fund Financial Statements

The preparation of basic financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure for contingent assets and liabilities at the date of the basic financial statements and the reported amounts of the revenues and expenditures/expenses during the fiscal year. Actual results could vary from estimates that were used.

AUDITED FINANCIAL STATEMENTS

R. Total Column

Government-Wide Financial Statements

The total column presented on the government-wide financial statements represents consolidated financial information.

Fund Financial Statements

The total column on the fund financial statements is presented only to facilitate financial analysis. Data in this column is not the equivalent of consolidated financial information.

NOTE 2 - CASH AND INVESTMENTS

A cash and investment pool is maintained that is available for use by all funds. Each fund type's portion of this pool is displayed on the balance sheet as "Cash and Short-term Investments". The deposits and investments of the trust funds are held separately from those of other funds.

Statutes authorize the investment in obligations of the U.S. Treasury, agencies, and instrumentalities, certificates of deposit, repurchase agreements, money market accounts, bank deposits and the State Treasurer's Investment Pool (the Pool). In addition, there are various restrictions limiting the amount and length of deposits and investments. The Pool meets the criteria of an external investment pool. The Pool is administered by the Massachusetts Municipal Depository Trust (MMDT), which was established by the Treasurer of the Commonwealth who serves as Trustee. The fair value of the position in the Pool is the same as the value of the Pool shares.

Short-term investments and investments are classified as to collateral risk into the following three categories:

- Category 1: Insured or registered, or securities held by the Town or its agent in the Town's name.
- Category 2: Uninsured and unregistered, with securities held by the counterparty's trust department or agent in the Town's name.
- Category 3: Uninsured and unregistered, with securities held by the counterparty, or its trust department or agent but not in the Town's name.

At fiscal year-end, the carrying amount of deposits totaled \$23,486,755 and the bank balance totaled \$27,167,058. Of the bank balance, \$400,000 was covered by Federal Depository Insurance, \$7,017,279 was covered by the Depositors Insurance Fund, and \$19,749,779 was uninsured and uncollateralized.

At December 31, 2002, the carrying amount of deposits for the System totaled \$19,040 and the bank balance of \$227,317 was covered by Federal Depository Insurance.

The following details the carrying amount of cash and short-term investments and investments as reported in the basic financial statements at June 30, 2003:

AUDITED FINANCIAL STATEMENTS

	Cash and Short-term Investments	Investments	Total
<i>Cash balances (excluding the System) at June 30, 2003:</i>			
Checking, savings and NOW accounts.....	\$ 9,599,926	\$ -	\$ 9,599,926
Certificates of deposit.....	7,110,585	-	7,110,585
Money market deposits.....	6,776,244	-	6,776,244
Total carrying amount of cash.....	23,486,755	-	23,486,755
<u>Investments not subject to categorization:</u>			
MMDT.....	1,762,990	-	1,762,990
Money market mutual funds.....	248,847	-	248,847
<u>Investments subject to categorization (Category 3):</u>			
Equity securities.....	-	13,443,268	13,443,268
Repurchase agreements.....	6,588,897	-	6,588,897
Total investments.....	8,600,734	13,443,268	22,044,002
Total cash and short-term investments and investments of the Town at June 30, 2003.....	32,087,489	13,443,268	45,530,757
<i>System cash balances at December 31, 2002:</i>			
Checking, savings and NOW accounts.....	19,040	-	19,040
<u>Investments not subject to categorization:</u>			
Mutual funds.....	66,510,068	-	66,510,068
Alternative investments.....	439,016	-	439,016
Money market mutual funds.....	676,212	-	676,212
<u>Investments subject to categorization (Category 3):</u>			
Fixed income securities.....	-	26,223,109	26,223,109
Total investments.....	67,625,296	26,223,109	93,848,405
Total cash and short-term investments and investments of the System at December 31, 2002.....	67,644,336	26,223,109	93,867,445
Total cash and short-term investments and investments.....	\$ 99,731,825	\$ 39,666,377	\$ 139,398,202

AUDITED FINANCIAL STATEMENTS

NOTE 3 - RECEIVABLES

At June 30, 2003, receivables for the individual major and non-major governmental funds in the aggregate, including the applicable allowances for uncollectible accounts, are as follows:

GOVERNMENTAL FUND RECEIVABLES

	Gross Amount	Allowance for Uncollectibles	Net Amount
<u>Receivables:</u>			
Real estate and personal property taxes..... \$	51,890	\$ -	\$ 51,890
Real estate tax deferrals.....	247,856	-	247,856
Tax liens.....	317,178	-	317,178
Motor vehicle and other excise taxes.....	705,351	(448,589)	256,762
Departmental and other.....	79,155	(34,155)	45,000
Intergovernmental.....	24,466,429	-	24,466,429
Loans.....	943,332	-	943,332
Total..... \$	<u>26,811,191</u>	<u>\$ (482,744)</u>	<u>\$ 26,328,447</u>

At June 30, 2003, receivables for the proprietary funds consist of the following:

ENTERPRISE FUND RECEIVABLES

	Gross Amount	Allowance for Uncollectibles	Net Amount
<u>Receivables:</u>			
Water and sewer fees..... \$	<u>3,198,149</u>	<u>\$ -</u>	<u>\$ 3,198,149</u>

Governmental funds report *deferred revenue* in connection with receivables for revenues that are not considered to be available to liquidate liabilities of the current period. At the end of the current fiscal year, the various components of *deferred revenue* reported in the governmental funds were as follows:

	General Fund	Other Governmental Funds	Total
<u>Receivable and other asset type:</u>			
Real estate and personal property taxes..... \$	227,746	\$ -	\$ 227,746
Tax Liens.....	317,178	-	317,178
Motor vehicle excise taxes.....	256,762	-	256,762
Departmental.....	45,000	-	45,000
State School Construction Funds.....	21,600,000	-	21,600,000
Tax Foreclosures.....	397,922	-	397,922
Community Development Entitlements.....	-	2,664,253	2,664,253
State Highway Funds (Chapter 90).....	-	1,113,593	1,113,593
Total..... \$	<u>22,844,608</u>	<u>\$ 3,777,846</u>	<u>\$ 26,622,454</u>

AUDITED FINANCIAL STATEMENTS

NOTE 4 - CAPITAL ASSETS

Capital asset activity for the fiscal year ended June 30, 2003, was as follows:

	Beginning Balance	Increases	Decreases	Ending Balance
Governmental Activities:				
<u>Capital assets not being depreciated:</u>				
Land.....	\$ 10,525,593	\$ -	\$ -	\$ 10,525,593
Construction in progress.....	2,105,991	2,494,009	-	4,600,000
 Total capital assets not being depreciated.....	 12,631,584	 2,494,009	 -	 15,125,593
 <u>Capital assets being depreciated:</u>				
Buildings.....	92,306,678	2,307,886	-	94,614,564
Improvements.....	2,006,993	-	-	2,006,993
Vehicles and equipment.....	6,261,003	506,289	-	6,767,292
Infrastructure.....	-	699,052	-	699,052
 Total capital assets being depreciated.....	 100,574,674	 3,513,227	 -	 104,087,901
 <u>Less accumulated depreciation for:</u>				
Buildings.....	25,923,753	1,745,820	-	27,669,573
Improvements.....	445,703	90,029	-	535,732
Vehicles and equipment.....	3,801,189	496,763	-	4,297,952
 Total accumulated depreciation.....	 30,170,645	 2,332,612	 -	 32,503,257
 Total capital assets being depreciated, net.....	 70,404,029	 1,180,615	 -	 71,584,644
 Total governmental activities capital assets, net.....	 \$ 83,035,613	 \$ 3,674,624	 \$ -	 \$ 86,710,237

AUDITED FINANCIAL STATEMENTS

	Beginning Balance	Increases	Decreases	Ending Balance
Business-type activities:				
<u>Capital assets not being depreciated:</u>				
Land.....	\$ 2,954	\$ -	\$ -	\$ 2,954
<u>Capital assets being depreciated:</u>				
Buildings.....	730,566	-	-	730,566
Improvements.....	65,420	-	-	65,420
Vehicles and equipment.....	940,876	-	-	940,876
Infrastructure.....	6,586,991	1,702,896	-	8,289,887
 Total capital assets being depreciated.....	 8,323,853	 1,702,896	 -	 10,026,749
<u>Less accumulated depreciation for:</u>				
Buildings.....	54,792	12,176	-	66,968
Improvements.....	-	3,221	-	3,221
Vehicles and equipment.....	525,223	128,280	-	653,503
Infrastructure.....	1,606,622	123,858	-	1,730,480
 Total accumulated depreciation.....	 2,186,637	 267,535	 -	 2,454,172
 Total capital assets being depreciated, net.....	 6,137,216	 1,435,361	 -	 7,572,577
 Total business-type activities capital assets, net.....	 \$ 6,140,170	 \$ 1,435,361	 \$ -	 \$ 7,575,531

Depreciation expense was charged to functions/programs of the primary government as follows:

Governmental Activities:

General government.....	\$ 68,376
Public safety.....	214,307
Education.....	1,460,791
Public works.....	296,677
Human services.....	3,068
Culture and recreation.....	289,393

Total depreciation expense - governmental activities..... \$ 2,332,612

Business-Type Activities:

Public works.....	\$ 248,116
Human services.....	6,061
Culture and recreation.....	13,358

Total depreciation expense - business-type activities..... \$ 267,535

AUDITED FINANCIAL STATEMENTS

NOTE 5 - INTERFUND TRANSFERS

Interfund transfers for the fiscal year ended June 30, 2003, are summarized as follows:

Operating Transfers Out	Operating Transfers In:							Total
	General Fund	Capital Borrowing Fund	Nonmajor Governmental Funds	Water and Sewer Enterprise Fund	Youth Services Enterprise Fund	Veterans' Rink Enterprise Fund	Recreation Enterprise Fund	
General Fund	\$ -	\$ -	\$ 256,854	\$ 4,516,648	\$ 277,787	\$ 533	\$ 2,467	\$ 5,054,289
Capital Borrowing Fund	-	49,493	329,038	-	-	-	-	378,531
Nonmajor Governmental Funds	1,563,630	5,507	643,481	-	10,337	-	-	2,222,955
Total	\$ 1,563,630	\$ 55,000	\$ 1,229,373	\$ 4,516,648	\$ 288,124	\$ 533	\$ 2,467	\$ 7,655,775

NOTE 6 - SHORT-TERM FINANCING

Short-term debt may be authorized and issued to fund the following:

- Current operating costs prior to the collection of revenues through issuance of revenue or tax anticipation notes (RANS or TANS).
- Capital project costs and other approved expenditures incurred prior to obtaining permanent financing through issuance of bond anticipation notes (BANS) or grant anticipation notes (GANS).

Short-term loans are general obligations and carry maturity dates that are limited by statute. Interest expenditures and expenses for short-term borrowings are accounted for in the General Fund and Enterprise Funds, respectively.

Details related to the short-term debt activity for the fiscal year ended June 30, 2003, is as follows:

Type	Purpose	Rate (%)	Due Date	Balance at June 30, 2002	Renewed/ Issued	Retired/ Redeemed	Balance at June 30, 2003
BAN	Symmes Property.....	2.58	04/10/03	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -
BAN	Symmes Property.....	2.24	04/10/03	8,000,000	-	8,000,000	-
BAN	* Various Capital Projects....	0.90	08/19/03	-	2,000,000	2,000,000	-
BAN	Symmes Property.....	1.47	04/08/04	-	2,500,000	-	2,500,000
BAN	Symmes Property.....	1.12	04/08/04	-	8,000,000	-	8,000,000
				<u>\$ 9,000,000</u>	<u>\$ 12,500,000</u>	<u>\$ 11,000,000</u>	<u>\$ 10,500,000</u>

* At June 30, 2003, the Town had an additional \$2,000,000 of BANS outstanding for various municipal projects. On August 15, 2003, the Town issued \$7,392,000 of general obligation bonds of which \$2,000,000 was used to retire the outstanding BANS. Accordingly, the Town has recorded the \$2,000,000 as a permanently financed long-term liability in fiscal year 2003.

NOTE 7 - LONG-TERM DEBT

Under the provisions of Chapter 44, Section 10, Municipal Law authorizes indebtedness up to a limit of 2 1/2% of the equalized valuation. Debt issued in accordance with this section of the law is designated as being "inside the debt

AUDITED FINANCIAL STATEMENTS

limit". In addition, however, debt may be authorized in excess of that limit for specific purposes. Such debt, when issued, is designated as being "outside the debt limit".

Details related to the outstanding indebtedness at June 30, 2003, and the debt service requirements for governmental funds are as follows:

Bonds and Notes Payable - Governmental Funds

Project	Interest Rate (%)	Outstanding at June 30, 2002	Issued	Redeemed	Outstanding at June 30, 2003
Municipal Purpose - 1992.....	4.7	\$ 360,000	\$ -	\$ 360,000	\$ -
Municipal Purpose - 1993.....	3.59	245,000	-	125,000	120,000
Municipal Purpose - 1996.....	4.33	1,040,000	-	275,000	765,000
Municipal Purpose - 1997.....	5.16	4,940,000	-	270,000	4,670,000
Municipal Purpose - 1997.....	5.22	4,125,000	-	275,000	3,850,000
Municipal Purpose - 1999.....	4.00 - 6.00	15,430,000	-	1,125,000	14,305,000
Municipal Purpose - 2000.....	5.1	7,335,000	-	565,000	6,770,000
Municipal Purpose - 2002.....	3.75 - 4.88	17,020,000	-	1,295,000	15,725,000
Municipal Purpose - 2003.....	4.5	-	7,392,000	-	7,392,000
subtotal.....		50,495,000	7,392,000	4,290,000	53,597,000
Less amounts issued in fiscal year 2004..... (1)		-	(5,392,000)	-	(5,392,000)
Total governmental bonds payable.....		\$ 50,495,000	\$ 2,000,000	\$ 4,290,000	\$ 48,205,000

(1) Subsequent to year end, the Town issued \$7,392,000 in general obligation bonds for various municipal purposes. Of these bonds, \$2,000,000 was used to retire BAN's outstanding at June 30, 2003. Accordingly, the \$2,000,000 has been recorded as permanently financed in fiscal year 2003.

AUDITED FINANCIAL STATEMENTS

Debt service requirements for principal and interest for governmental bonds and notes payable in future fiscal years are as follows:

	Principal	Interest	Total
2004..... \$	3,910,000	\$ 2,205,143	\$ 6,115,143
2005.....	4,562,000	2,151,233	6,713,233
2006.....	4,455,000	1,979,720	6,434,720
2007.....	3,990,000	1,812,085	5,802,085
2008.....	3,930,000	1,655,238	5,585,238
2009.....	3,465,000	1,497,731	4,962,731
2010.....	3,230,000	1,348,522	4,578,522
2011.....	3,135,000	1,206,757	4,341,757
2012.....	3,010,000	1,064,445	4,074,445
2013.....	2,950,000	925,822	3,875,822
2014.....	2,935,000	785,987	3,720,987
2015.....	2,930,000	645,445	3,575,445
2016.....	2,945,000	502,427	3,447,427
2017.....	2,965,000	356,965	3,321,965
2018.....	1,960,000	228,846	2,188,846
2019.....	945,000	144,541	1,089,541
2020.....	890,000	102,170	992,170
2021.....	880,000	60,555	940,555
2022.....	175,000	18,801	193,801
2023.....	175,000	11,014	186,014
2024.....	160,000	3,560	163,560
	<u>\$ 53,597,000</u>	<u>\$ 18,707,007</u>	<u>\$ 72,304,007</u>

Details related to the outstanding indebtedness at June 30, 2003, and the debt service requirements for the Enterprise Funds are as follows:

Bonds and Notes Payable - Enterprise Funds

Project	Interest Rate (%)	Outstanding at June 30, 2002	Issued	Redeemed	Outstanding at June 30, 2003
Financial Assistance Bond - MWRA.....	-	\$ 30,150	-	\$ 30,150	-
Water Infrastructure Bond - MWRA.....	-	77,583	-	77,583	-
Financial Assistance Bond - MWRA.....	-	83,580	-	83,580	-
Total enterprise fund bonds and notes payable.....		<u>\$ 191,313</u>	<u>-</u>	<u>\$ 191,313</u>	<u>-</u>

he Commonwealth has approved school construction assistance to the Town. The assistance program, which is administered by the School Building Assistance Bureau, provides resources for future debt service of general obligation school bonds outstanding. During fiscal year 2003, approximately \$1,343,000 of such assistance was received. Approximately \$30,650,000 will be received in future fiscal years. Of this amount, approximately \$9,050,000 represents reimbursement of long-term interest costs, and approximately \$21,600,000 represents reimbursement of approved construction costs. Accordingly, a \$21,600,000 intergovernmental receivable and corresponding deferred revenue have been reported in governmental fund financial statements. The deferred revenue has been recognized as revenue in the conversion to the government-wide financial statements.

AUDITED FINANCIAL STATEMENTS

The Town is subject to various debt limits by statute and may issue additional general obligation debt under the normal debt limit. At June 30, 2003, the Town had the following authorized and unissued debt:

Purpose	Amount
Suburban renewal.....	\$ 14,000,000
School construction.....	10,549,000
Sewer and water facilities.....	3,616,429
Reeds Brook project.....	2,340,000
Capital equipment.....	1,424,020
Administrative fees.....	30,000
Total.....	<u>\$ 31,959,449</u>

Changes in long-term liabilities

During the fiscal year ended June 30, 2003, the following changes occurred in long-term liabilities:

	Beginning Balance	Additions	Reductions	Ending Balance	Current Portion
Long-Term Bonds and Notes.....	\$ 50,495,000	\$ 2,000,000	\$ (4,290,000)	\$ 48,205,000	\$ 3,910,000
Workers' Compensation.....	1,152,000	-	(66,600)	1,085,400	85,600
Compensated Absences.....	5,900,000	-	(1,046,000)	4,854,000	3,247,000
Total.....	<u>\$ 57,547,000</u>	<u>\$ 2,000,000</u>	<u>\$ (5,402,600)</u>	<u>\$ 54,144,400</u>	<u>\$ 7,242,600</u>

NOTE 8 - STABILIZATION FUND

At June 30, 2003, the Town has \$2,294,235 in a stabilization fund, which is classified as a special revenue fund within the nonmajor governmental funds in the fund-based basic financial statements. The Town may use the stabilization fund for general and/or capital purposes upon Town Meeting approval.

NOTE 9 - TIP FEE STABILIZATION FUND

In accordance with Chapter 8 of the Acts of 1998 of the Commonwealth, the Town maintains a tip fee stabilization Fund to account for proceeds from the sale of recycled materials; the sale of excess tonnage capacity of the Town at the facility of WNAI, including the balance of such funds previously received; other receipts arising from the sale of disposal of solid waste; and any funds appropriated by Town meeting for the purposes of this fund.

Town meeting may appropriate from the tip fee stabilization fund to fund any of the Town's financial obligations associated with the existing solid waste agreement with WNAI, or a successor agreement, in association with NESWC. In addition, to provide for extraordinary and unforeseen expenditures, the Town Manager, with the approval of the Board of Selectmen and the Finance Committee, may expend up to 10% of the fund without further appropriation. Beginning in the fiscal year commencing July 1, 2005, Town Meeting, by two-thirds vote, may appropriate from the tip fee stabilization fund for any lawful purpose.

The Town has \$5,439,131 in the tip fee stabilization fund at June 30, 2003, which is recorded as a special revenue fund within the nonmajor governmental funds in the fund-based basic financial statements. The activity of the fund in fiscal year 2003 consists of the following:

AUDITED FINANCIAL STATEMENTS

Fund balance at June 30, 2002.....	\$ 6,189,003
Proceeds from the sale of excess tonnage capacity, recycled materials, disposal of solid waste and other revenues from NESWC.....	668,960
Investment income.....	53,923
Transfer to the general fund.....	<u>(1,472,755)</u>
Fund balance at June 30, 2003.....	<u>\$ 5,439,131</u>

NOTE 10 - RISK FINANCING

The Town is exposed to various risks of loss related to torts; theft of, damage to and destruction of assets; errors and omissions; and natural disasters for which the Town carries commercial insurance.

The Town is self-insured for its health insurance and workers' compensation activities. These activities are accounted for in the Town's general fund where revenues are recorded when earned and expenses are recorded when the liability is incurred.

(a) Health Insurance

The estimate of Incurred But Not Reported (IBNR) claims based on a two-month claims paid average for six months prior to fiscal year-end. At June 30, 2003, the amount of the liability for health insurance claims totaled \$1,306,000. The health claims payable of \$890,000, reported on the balance sheet and statement of net assets, represents the \$1,306,000 IBNR, less a \$416,000 settlement of known claims for the fourth quarter of fiscal year 2003. This liability is the best estimate based on available information. Changes in the reported liability since July 1, 2001, are as follows:

	Balance at Beginning of Fiscal Year	Current Year Claims and Changes in Estimate	Claims Payments	Balance at Fiscal Year-End
Fiscal Year 2002.....	\$ 965,000	\$ 6,721,410	\$ (6,738,410)	\$ 948,000
Fiscal Year 2003.....	948,000	7,767,015	(7,409,015)	1,306,000

In fiscal year 2001, the Town established a retiree healthcare trust fund. The Town's intention is to appropriate money into the fund each year to stabilize future costs for the healthcare of retirees. The Town has approximately \$382,010 in the fund at June 30, 2003, and is reported as a special revenue fund within the nonmajor governmental funds in the fund-based basic financial statements.

(b) Workers' Compensation

Workers' compensation claims are administered by a third party administrator and are funded on a pay-as-you-go basis from annual appropriations. The estimated future workers' compensation liability is based on history and injury type.

At June 30, 2003, the amount of the liability for workers' compensation claims totaled \$1,085,400. This liability is the Town's best estimate based on available information. Changes in the reported liability since July 1, 2001, are as follows:

AUDITED FINANCIAL STATEMENTS

Workers' Compensation

	Balance at Beginning of Fiscal Year	Current Year Claims and Changes in Estimate	Claims Payments	Balance at Fiscal Year-End
Fiscal Year 2002.....	\$ 1,000,000	\$ 411,456	\$ (259,456)	\$ 1,152,000
Fiscal Year 2003.....	1,152,000	164,783	(231,383)	1,085,400

NOTE 11 - PENSION PLAN

Plan Description - The Town contributes to the System, a cost-sharing multiple-employer defined benefit pension plan administered by the Arlington Contributory Retirement Board (Board). Substantially all employees are members of the System, except for public school teachers and certain administrators who are members of the Massachusetts Teachers Retirement System, to which the Town does not contribute. Pension benefits and administrative expenses paid by the Teachers Retirement Board are the legal responsibility of the Commonwealth. The amount of these on-behalf payments totaled approximately \$6,693,000 for the fiscal year ended June 30, 2003, and, accordingly, are reported in the general fund as intergovernmental revenues and pension expenditures.

The System provides retirement, disability and death benefits to plan members and beneficiaries. Chapter 32 of the MGL assigns authority to establish and amend benefit provisions of the plan. Cost-of-living adjustments granted between 1981 and 1997 and any increase in other benefits imposed by the Commonwealth's state law during those years are borne by the Commonwealth and are deposited into the pension fund. Cost-of-living adjustments granted after 1997 must be approved by the Arlington Contributory Retirement Board and are borne by the System. The System issues a publicly available unaudited financial report in accordance with guidelines established by the Commonwealth's PERAC. That report may be obtained by contacting the System located at 869 Massachusetts Avenue, Room 102, Arlington, MA 02476-4701.

At December 31, 2002, the System's membership consists of the following:

Active members.....	762
Inactive members.....	104
Retirees and beneficiaries currently receiving benefits.....	<u>609</u>
Total.....	<u><u>1,475</u></u>

Funding Policy - Plan members are required to contribute to the System at rates ranging from 5% to 11% of annual covered compensation. The Town is required to pay into the System its share of the system-wide actuarial determined contribution that is apportioned among the employers based on active current payroll. Administrative expenses are funded through investment earnings. The current and two preceding fiscal years apportionment of the annual pension cost between the two employers required the Town to contribute 96% of the total. Chapter 32 of the MGL governs the contributions of plan members and the Town.

Annual Pension Cost - The Town's contributions to the System for the fiscal years ended June 30, 2003, 2002, and 2001 were \$5,231,836, \$5,015,780 and \$4,932,159 respectively, which equaled its required contribution for each fiscal year. At June 30, 2003, the Town did not have a net pension obligation. The required contribution was determined as part of the January 1, 2002 actuarial valuation using the entry age normal actuarial cost method. The actuarial assumptions included an 8% investment rate of return and projected salary increases of 4.75% per year. The actuarial value of the System's assets was determined using the fair value of the assets. The System's unfunded actuarial accrued liability is being amortized as a level percentage of projected payroll. The remaining amortization period at January 1, 2003, was 19 years.

AUDITED FINANCIAL STATEMENTS

Schedule of Funding Progress (Dollar amounts in thousands)

Actuarial Valuation Date	Actuarial Value of Assets (A)	Actuarial Accrued Liability (AAL) Entry Age (B)	Unfunded AAL (UAAL) (B-A)	Funded Ratio (A/B)	Covered Payroll (C)	UAAL as a Percentage of Covered Payroll ((B-A)/C)
1/1/03	\$ 94,182	\$ 157,330	\$ 63,148	59.9%	\$ 23,557	268.1%
1/1/02	111,128	153,452	42,324	72.4%	24,276	174.3%
1/1/01	121,500	145,100	23,600	83.7%	22,757	103.7%
1/1/00	115,600	143,300	27,700	80.7%	21,242	130.4%
1/1/99	106,200	136,100	29,900	78.0%	20,781	143.9%
1/1/98	96,300	127,100	30,800	75.8%	19,834	155.3%
1/1/96	72,300	111,700	39,400	64.7%	18,215	216.3%
1/1/95	57,000	93,900	36,900	60.7%	13,600	271.3%

Noncontributory Retirement Allowance – The Town pays the entire retirement allowance for certain retirees who are eligible for noncontributory benefits and are not members of the System. The general fund expenditure for fiscal year 2003 totaled approximately \$293,000.

NOTE 12 - COMMITMENTS

Waste Disposal

Under the terms of an agreement with the State Department of Environmental Management and WNAI, the Town is unconditionally obligated to make certain payments for its portion of the costs of using a resource recovery plant based on its projected minimum tonnage of solid waste to be disposed of at the plant. The cost to the Town under the agreement was approximately \$2,725,524 in fiscal year 2003. The facility was financed by the issuance of bonds in the amount of approximately \$197,000,000. In the event of a facility failure, under circumstances in which the WNAI is not required or is unable to pay damages, the Town's indirect share of the bonds, based on the aggregate projected minimum disposal tonnage of all participating communities, would be approximately 12% of the total.

Symmes Hospital Site

During fiscal year 2002, the Town appropriated and authorized to borrow \$14,000,000 to provide the Arlington Redevelopment Board with funds for the purchase, operation, maintenance and development of a property totaling approximately 18 acres which was the former site of Symmes Hospital. The purchase price for the property totaled \$7,100,000, and the balance is to be expended for the development, operation, maintenance, and planning for the site. The site was purchased in fiscal year 2002 and is currently operated under the jurisdiction of the Arlington Redevelopment Board. As of June 30, 2003, the Town has temporarily financed the purchase and operations of the property through the issuance of \$8,000,000 and \$2,500,000, respectively, in Bond Anticipation Notes. Any revenues generated from the site are to be used for the amortization of indebtedness for the purchase or redevelopment of the site or to reduce the tax rate. During fiscal year 2003, the operations of the site generated approximately \$528,000 in revenues and incurred approximately \$1,650,000 in expenditures.

The Arlington Redevelopment Board has received statements of qualifications from prospective developers of the site and plans to issue a request for proposals to certain developers in the fall of 2003. The Redevelopment Board plans to choose one developer to purchase and develop the site in accordance with a land disposition agreement and in accordance with the urban renewal plan adopted and amended by Arlington Town Meeting in fiscal years 2002 and 2003, respectively.

AUDITED FINANCIAL STATEMENTS

Reeds Brook Site

In 1995, Arlington Town Meeting voted to purchase a 20 acre parcel of land known as Reed's Brook. In 1997, Town Meeting voted to convert the site to a park and to purchase 2 acres of abutting land. The total project is anticipated to cost approximately \$7,400,000, of which, \$1,200,000 has been funded through Community Development Block Grant Funds and approximately \$730,000 and \$680,000, have been funded by the Federal Emergency Management Agency and the Massachusetts Highway Department, respectively, to aid in the mitigation of flooding at and near the site.

The first phase of the construction project, which consisted primarily of engineering, design and drainage costs, has been completed at a total cost of approximately \$4.6 million. The second phase of the project, which will include the construction of the park, is scheduled to begin in September, 2003 and to be completed in the summer of 2004.

NOTE 13 - CONTINGENCIES

The Town participates in a number of federal award programs. Although the grant programs have been audited in accordance with the provisions of the Single Audit Act Amendments of 1996 through June 30, 2003, these programs are still subject to financial and compliance audits. The amount, if any, of expenditures which may be disallowed by the granting agencies cannot be determined at this time, although it is expected such amounts, if any, to be immaterial.

Various legal actions and claims are pending. Litigation is subject to many uncertainties, and the outcome of individual litigated matters is not always predictable. Although the amount of liability, if any, at June 30, 2003, cannot be ascertained, management believes any resulting liability should not materially affect the financial position at June 30, 2003.

NOTE 14 - IMPLEMENTATION OF NEW GASB PRONOUNCEMENTS

During fiscal year 2003, the following GASB pronouncements were implemented:

- Statement #34, *Basic Financial Statements – and Management's Discussion and Analysis – for State and Local Governments*
- Statement #37, *Basic Financial Statements – and Management's Discussion and Analysis - for State and Local Governments; Omnibus*
- Statement #38, *Certain Financial Statement Note Disclosures*

The pronouncements identified above are all related to the new financial reporting requirements as defined in Statement #34. Fiscal year 2003 is the required implementation date. The most significant changes required by the new financial reporting standards are as follows:

- Management's discussion and analysis.
- Basic financial statements, which include:
 - Government-wide financial statements, prepared using the economic resources measurement focus and the accrual basis of accounting.
 - Fund financial statements, consisting of a series of statements that focus on major governmental and enterprise funds.
 - Schedules to reconcile the fund financial statements to the government-wide financial statements.

AUDITED FINANCIAL STATEMENTS

- Notes to the basic financial statements.

As a result of implementing these pronouncements, the following restatements have been made to beginning fund balances and net assets:

Fund Financial Statements

The following beginning fund balances have been restated to reflect the change in focus of reporting from generic fund types to major funds:

	6/30/02 Previously Reported Balances	Reclass to Major and Nonmajor Governmental Funds	Reclass to Private Purpose Trust Funds	6/30/02 Restated Balances
Special Revenue.....	\$ 4,353,711	\$ (4,353,711)	\$ -	\$ -
Capital Projects.....	(1,146,636)	1,146,636	-	-
Expendable Trusts.....	15,382,205	(13,607,224)	(1,774,981)	-
Nonexpendable Trusts.....	4,125,342	(2,128,689)	(1,996,653)	-
Capital Borrowing Funds.....	-	(1,862,579)	-	(1,862,579)
Nonmajor Governmental Funds...	-	20,805,567	-	20,805,567
Private Purpose Trust Funds.....	-	-	3,771,634	3,771,634
Total.....	\$ 22,714,622	\$ -	\$ -	\$ 22,714,622

The following beginning net assets of the Town's enterprise funds have been restated to record capital assets based on a comprehensive capital asset inventory completed as part of the conversion to the GASB Statement #34 reporting model.

Business-type Activities - Enterprise Funds

	6/30/02 Previously Reported Balances	To record unbilled user fees	To record revenue on full accrual basis	To record capital assets	6/30/02 Restated Balances
Water and Sewer.....	\$ 2,698,390	\$ 2,038,000	\$ 1,105,963	\$ 5,991,125	\$ 11,833,478
Youth Services.....	(11,769)	-	-	-	(11,769)
Council on Aging.....	96,685	-	-	30,349	127,034
Veterans' Rink.....	99,431	-	-	91,871	191,302
Recreation.....	(1,789)	-	-	26,825	25,036
Total.....	\$ 2,880,948	\$ 2,038,000	\$ 1,105,963	\$ 6,140,170	\$ 12,165,081

AUDITED FINANCIAL STATEMENTS

Future Implementation of GASB Pronouncements

The GASB has issued Statement #39, *Determining Whether Certain Organizations are Component Units, an Amendment of GASB Statement #14*, which is required to be implemented during fiscal year 2004. Management has yet to determine if this pronouncement will significantly impact the basic financial statements.

The GASB has issued Statement #40, *Deposit and Investment Risk Disclosures, an Amendment of GASB Statement #3*, which is required to be implemented during fiscal year 2005. The implementation of this statement will require changes to the note disclosures only. It will not effect the financial statements.

The GASB issued Statement No. 41, *Budgetary Comparison Schedule—Perspective Differences* which is required to be implemented during fiscal year 2005. There will be no change in the financial statements.

Notes to Required Supplementary Information

NOTE A – BUDGETARY BASIS OF ACCOUNTING

A. Budgetary Information

Municipal Law requires the adoption of a balanced budget that is approved by the Finance Committee (Committee). The Committee presents an annual budget to the Representative Town Meeting, which includes estimates of revenues and other financing sources and recommendations of expenditures and other financing uses. The Town, which has full authority to amend and/or reject the budget or any line item, adopts the expenditure budget by majority vote at the Annual Town Meeting. Changes subsequent to the approved annual budget require majority vote at a Special Town Meeting.

The majority of the Town's appropriations are non-continuing, which lapse at the end of each fiscal year. Others are continuing appropriations for which the governing body has authorized that an unspent balance from a prior fiscal year be carried forward and made available for spending in the current fiscal year. These carry forwards are included as part of the subsequent fiscal year's original budget. Prior appropriations of \$4,028,184 were included in the fiscal year 2003 original budget.

Generally, expenditures may not exceed the legal level of spending (salaries, expenses and capital) authorized for an appropriation account. However, the payment of debt service is statutorily required, regardless of whether such amounts are appropriated. Additionally, expenditures for disasters, natural or otherwise, and final judgments may exceed the level of spending authorized by two-thirds majority vote at a special town meeting.

The Town adopts an annual budget for the general fund in conformity with the guidelines described above. The fiscal year 2003 original budget includes approximately \$90,767,000 in current year authorized appropriations and other amounts to be raised and approximately \$1,327,000 in encumbrances and appropriations were carried over from previous fiscal years. During fiscal year 2003, the Committee approved rescissions to the original budget totaling approximately \$338,000.

The Town Comptroller has the responsibility to ensure that budgetary control is maintained in the manner in which the appropriations were voted at Town Meeting. Budgetary control is exercised through the Town's accounting system.

B. Budgetary – GAAP Reconciliation

For budgetary financial reporting purposes, the Uniform Municipal Accounting System basis of accounting (established by the Commonwealth) is followed, which differs from the GAAP basis of accounting. A reconciliation of budgetary-basis to GAAP-basis results for the general fund for the fiscal year ended June 30, 2003, is presented as follows:

AUDITED FINANCIAL STATEMENTS

Excess of revenues and other financing sources (uses) over expenditures - budgetary basis.....	\$ (1,164,500)
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Perspective difference:

Activity of health insurance, municipal building insurance and retirees health care trust recorded in the general fund for GAAP.....	432,516
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Basis of accounting differences:

Recognition of revenue based on available criteria.....	(409,501)
Recognition of expenditures on modified accrual basis.....	(431,409)
Recognition of revenue for on-behalf payment.....	(6,693,092)
Recognition of revenue for on-behalf payment.....	<u>6,693,092</u>

Excess of revenues and other financing sources (uses) over expenditures - GAAP basis.....	\$ <u>(1,572,894)</u>
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C. Appropriation Deficits

During fiscal year 2003, expenditures exceeded budgeted appropriations for public works and state and county charges. These deficits will be funded through available funds in fiscal year 2004.

TOWN DIRECTORY

Town Officials and Committees as of December 31, 2003

Elected by Arlington's Citizens

Board of Selectmen	Term
Kevin F. Greeley, Chair, 363 Mystic Street	2004
Diane M. Mahon, Vice-Chair, 23 Howard St.	2005
Charles Lyons, 82 Hathaway Circle	2005
Kathleen Kiely Dias, 26 Addison St.	2006
John W. Hurd, 28 Colonial Drive	2006

Moderator

John L. Worden III, 27 Jason Street	2004
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Town Clerk

Corinne M. Rainville, 745 Summer Street	2005
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Town Treasurer

John J. Bilafer, 15 Victoria Road	2005
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Board of Assessors

James F. Doherty, Chair, 6 Highland Avenue	2004
Kevin P. Feeley, 25 Baker Road	2006
Mary Winstanley O'Connor, 781 Concord Tnpk.	2005

School Committee

Suzanne Baratt Owayda, 12 Bradley Road	2004
Paul Schlichtman, 60 Pleasant Street	2004
Joani LaMachia, Chair, 6 Shawnee Road	2005
Barbara C. Goodman, 31 Walnut Street	2005
Martin Thrope, 348 Gray Street	2005
Susan L. Sheffler	2006
Jeffrey Thielman	2006

Arlington Housing Authority

*Patricia B. Worden, 27 Jason Street	2006
Richard B. Murray, 38 Marion Road	2008
Freeland K. Abbott, 104 Madison Ave.	2004
John Griffin, 21 Peirce Street	2004
Nicholas Mitropoulos, 17 Jean Road	2006

*Appointed by Governor

Appointed by Town Moderator

Finance Committee**

Name (Precinct)	
Allan Tosti, Chair (3)	2006
Abigail DuBois, Vice Chair (5)	2005
Charles T. Foscett, Vice Chair (8)	2004
Richard C. Fanning, Vice Chair (15)	2006
Peter B. Howard, Secretary (10)	2005

Finance Committee - continued

	Term
Stephen W. DeCoursey (2)	2004
Joseph M. Connors (7)	2004
Steven H. O'Riordan (11)	2004
John J. Deyst, Jr. (13)	2004
Alan H. Jones (14)	2004
Mary I. Ronan (18)	2004
Paul J. McGaffigan (1)	2005
Kerry Piandes (4)	2005
Daniel M. O'Neill (16)	2005
Laura Morrisette (17)	2005
Robert L. Tosi, Jr. (20)	2005
Sidney Feinleib (6)	2006
Mary M. Franclemont (9)	2006
Kenneth J. Simmons (12)	2006
Paul E. Olsen (19)	2006
John Mahoney (21)	2006

**Appointed by the Town Moderator, Chairman of the Finance Committee, and the Board of Trust Fund Commissioners.

Minuteman Regional High School Committee Representative

Erin Phelps

Bylaw Recodification Study Committee

John T. Kohl
John F. Maher
Diane M. Mahon
Kevin O'Brien
John L. Worden III

Infrastructure Working Group

Nancy T. Galkowski, Town Manager
Kevin O'Brien, Planning Director
Suzanne Baratt Owayda, School Committee
John J. Bilafer, Town Treasurer
Charles Foscett, Capital Planning Committee
Allan Tosti, Finance Committee
Charles Lyons, Selectmen
Kathleen Donovan, School Superintendent
John Cole, Permanent Town Building Committee

Arlington Recycling Committee

Freeland Abbott
Peter Allison
Beverly Brinkerhoff
Judy Hoer
Susan Marceau-Kolb
Carolyn Parsons
Margaret Seeger
Angela Taylor
Susan Wyly-Jones
Ruth Yannetti

TOWN DIRECTORY

Telecommunications Committee

Roland E. Chaput, Chair
John A. FitzMaurice
Bernice K. Jones
Philip J. McCarthy
Kevin O'Brien

Susan M. McShane 2004
Curtis Morgan 2006
Pamela Heidell, Associate
Elaine Belle, Associate

Noise Abatement Study Committee

Frank J. Ciano, Chair
Roger Barnaby
Christine Connolly
Tom Dumyahn
John A. FitzMaurice
John R. Leonard
Phillip A. Sharff
Ronald Spangler

Board of Registrars of Voters

Frederick J. Sennott, Jr. 2004
Corinne M. Rainville 2005
Florence R. McGee 2006
William P. Forristall, Chair 2006

Zoning Bylaw Review Committee

Frederick Bernardin III
Robert Fredieu
Jo-Martha Glushko
Mary King
John D. Leone
Kevin McGann
Pamela Meister
Bruce Wheltle

Historic District Commissions

Andrea Alberg
Madelon Berkowitz
Beth Cohen
Thea Coleman
Len Kuhn
Michael Logan
Yvonne Logan
Stephen Makowka
Martha Penzenik
Jane Drake Piechota
Margaret Potter
John L. Worden III
Claire Segien, Executive Secretary

Appointed by the Board of Selectmen

Acting Town Manager

Nancy T. Galkowski Term 01/27/04

Comptroller & Coordinator of Data Processing

Ruth Lewis

Board Administrator

Marie A. Krepelka

Arlington Cultural Council

Sorchia Blaine	2003
Anne LaCourt	2003
Jeff Robinson	2003
David Silverman	2003
Robin L. Thompson	2003
Diane Connor	2004
Jamie Doyle	2004
Elinore Kagan	2004
Suzanne McLeod	2004
Amy Peters	2004
Kathleen Phelps	2004
Jessica Segal	2004
Robert Zinck	2005
Mary Babic	2006
Cheryl Hemenway	2006
Shari Ajemian Craig	2006
Michele Meagher	2006

Zoning Board of Appeals

Joseph F. Tulimieri, Chair Term 2004

Arlington Preservation Fund

Thomas Wray Falwell
Andrew S. Fischer
Harold L. Goldsmith
Clark L. Griffith
Patrick Guthrie
Charlene Lemnios
John L. Worden III
Daniel A. Xenos

Fair Housing Advisory Committee

Nick Minton, Chair
Wilson Henderson
Franklin W. Hurd, Jr.
Kathleen Kiely Dias
Adele Kraus
Muriel Ladenburg
Timothy Lordan

Public Memorial Committee

Alexander Salipante, Chair
Franklin W. Hurd, Jr.
Wilfred St. Martin

TOWN DIRECTORY

Cyrus E. Dallin Art Museum Board of Trustees

Mary DiGioia
Mark Hruby
Linda K. Olsen
David Formanek
Gerry Ricci
Geraldine Tremblay
James P. McGough
Laurie Cutts
Angela Olszewski

Transportation Advisory Committee

Elisabeth Carr-Jones
Ralph Elwell
Larry Englisher
Lt. James McHugh
Kevin O'Brien
Michael Rademacher
John Sanchez
Scott Smith
Edward Starr
David Walkinshaw

Appointed by the Town Manager

Town Manager's Office

Nancy T. Galkowski,
Deputy Town Manager

Legal

John F. Maher, Town Counsel
Edward M. Marlenga,
Workers' Compensation Agent

Planning and Community Development

Kevin J. O'Brien, Director

Community Safety

Frederick Ryan, Chief, Police
Richard J. Maimone, Chief, Fire

Libraries

Maryellen Remmert-Loud, Director

Public Works

John Sanchez, Director

Human Services

Patsy Kraemer, Administrator

Personnel/Affirmative Action

Caryn E. Cove, Director

Inspectional Services

Michael Byrne, Director

Council on Aging

John Jope, Executive Secretary

Veterans' Services

William McCarthy, Veterans Agent

Public Health

Christine Connolly, Director

Weights and Measures

Joseph Carabello, Sealer/Health Compliance Officer

Recreation Division

Jonathan Jalbert, Superintendent

Veterans' Memorial Sports Center

Daniel Brothers, Manager

Appointed by the Town Manager subject to the approval of the Board of Selectmen

Redevelopment Board

	Term
Roland E. Chaput	2004
Edward T. M. Tsoi, Chair	2004
Lynn Lowenstein *	2005
Barry Faulkner	2006
Nora Mann	2006

*Appointed by the Governor

Board of Health

Carole E. Allen, M.D., Chair	2005
William Mark Fingerle	2005
Gregory Leonardos	2006

Board of Library Trustees

Francis Murphy	2004
Susan Cronin Ruderman	2004
Joyce H. Radochia	2004
Kathleen Fennelly	2005
Barbara Muldoon	2005
Patricia Deal	2005
David Castiglioni	2006

Park and Recreation Commission

Donald Vitters	2004
Leslie Mayer	2004
Nancy Campbell	2006
Tom Caccavaro	2006
Joseph P. Carabello, Chair	2006

TOWN DIRECTORY

Board of Youth Services

Donna Dolan	2004
Jeannette Mills	2004
Eugene Lucarelli	2005
Larry Greco	2005
Carlene Newell	2005
Elaine Shea	2005
Dorothy Williams	2005
John E. Bowler	2006
Mary Deyst	2006
Joan Robbio	2006
Cynthia Sheridan	2006
Patsy Kraemer, ex-officio	
David McKenna, ex-officio	
Elizabeth Oppedisano, ex-officio	

Affirmative Action Advisory Committee

Barbara Boltz
Augusta Haydock
Jack Jones
Elaine Maclachlan
Adrienne McClure, co-chair
Howard B. Winkler

Personnel Board

	Term
Richard Terry	2004
Cynthia Gallagher	2005
Rebecca Blair	2006

Historical Commission

Patrick B. Guthrie	2003
Jane Becker	2004
Robert J. Botterio	2004
JoAnn Robinson	2004
A. Michael Ruderman	2004
Eric Stange	2004
Pamela Meister	2006

Council on Aging

Mildred M. Hurd	2004
Shirley Chapski	2004
Dorothy Nicholas	2004
Mara Klein	2005
Harry P. McCabe	2005
Lynne Larkin	2006
Elizabeth McGaffigan	2006
Sheri Baron	2006

Conservation Commission

	Term
Judith Hodges	2004
Nathaniel Stevens	2004
Catherine Garnett	2005
Timothy Sullivan	2005
David White	2005
Ellen Lee Teare Reed	2006
Corinna Beckwith, Conservation Administrator	

Board of Cemetery Commissioners

Michele Hassler	2004
Edward W. Murphy	2005
Bernard J. Smith	2006

Board of Trust Fund Commissioners

Augusta Haydock	2004
Donald Reenstierna	2004
Timothy F. Lordan	2005

Constables

Vincent A. Natale, Jr., 215 Forest Street	2005
Richard Boyle, 1 Mott Street	2005

Commission on Disability

	Term
Lin Baker	2004
Thomas Boudreau	2004
Larry Goldberg	2004
Barbara Cutler, Ed. D.	2005
Joseph D. Giurleo	2005
Barbara Jones	2005
Dr. Louis Krodel	2005
Kevin O'Brien	2005

Open Space Committee

Patsy Kraemer	2004
Ann LeRoyer	2004
David White	2004
Michele Hassler	2005
Roland Chaput	2005
Jo-Martha Glushko	2005
Elizabeth Karpatti	2006
Leslie Mayer	2006
Teresa DeBenedictis	2006

Various Appointing Authorities

Capital Planning Committee

Charles T. Foscett, Chair
Stephen J. Andrew
John J. Bilafer
Rob Addelson
John A. FitzMaurice
Nancy T. Galkowski
Anthony T. Lionetta
Ruth Lewis
Barbara Thornton

TOWN DIRECTORY

Human Rights Commission

Cecilia Akuffo
Sheri A. Baron
Marlissa Briggett
Christine C. Carney
Christine Deshler
Kevin McGann
Susan P. McHugh
A. Nick Minton
Nancy Rhoads
William Shea
Nancy Sweeney
James Webster
Kim Lam
Mary Ann Sullivan, staff assistant

Permanent Town Building Committee

John Cole, Chair
John Sanchez
Thomas Caccavaro
Kay Donovan
Nancy T. Galkowski
Robert A. Juusola
William Shea
Charles Stretton

Town of Arlington Scholarship Fund

John J. Bilafer
Sister Catherine Clifford
Peter J. Fiore
Dr. Ronald Fitzgerald
Elinor Freedman
John J. DiLorenzo
Barbara Gorman
Thomas F. Markham III

Vision 2020 Standing Committee

Jane L. Howard, co-chair
Jo-Martha Glushko, co-chair
Leslie Mayer, co-chair
Jacob Barry
Eugene Benson
Marc Breslow
Heidi Brown
Kathleen Dias
Kathleen Donovan
Abigail DuBois
Ralph Elwell
William Eykamp
Andrew Fischer
Nancy Galkowski
Sean Garballey
William Hartigan
Elizabeth Karpati
Nora Mann
Ann Mathes
Cheryl Miller
Angela Olszewski
Allen Reedy
Paul Schlichtman
William Shea
Edward Starr
Miriam Stein
Jeffrey Thielman
Patricia Watson
John L. Worden III

Affordable Housing Task Force

Anne DiNoto
John Griffin
Diane Harrington
Brigid Kennedy-Pfister
Charles Lyons
Nora Mann
Judith McConnell
Nick Minton
Neal J. Mongold
Patricia B. Worden

REFERENCE GUIDE

TOWN OF ARLINGTON

www.town.arlington.ma.us

TELEPHONE REFERENCE GUIDE

To Reach All Town Offices: 781-316-3000

Office	Extension
Assessors	3050
Cemetery	781-641-5483
Clerk	3070
Comptroller	3330
Consumer Affairs	3408
Council on Aging	3400
Council on Alcohol Education	3252
Data Processing	3340
Emergency Management	781-643-4000
Engineering	3320
Fair Housing	3429
Fire (Non-Emergency)	3800
Fire Prevention	3803
Health	3170
Human Rights	3250
Human Services	3250
Inspections	3390
Legal	3150
Libraries	3200
(Nights and Weekends call 316-3200)	
Fox Library	3198
Parking Clerk	3031
Personnel	3120
Planning & Community Development	3090
Police (Administration)	3900
Police (Non-Emergency) (24 Hour)	781-643-1212
Public Works:	
Administration at Town Hall	3108
Town Yard at Grove Street	3300
(Nights and Weekends call 781-316-3301)	
(Water/Sewer Nights/Weekends call 781-316-3301)	
Recreation	3880
Redevelopment Board	3090
Registrars of Voters	3070
Sealer of Weights & Measures	3193
Selectmen	3020
Town Manager	3010
Treasurer/Tax Collector	3030
Veterans' Services	3166
Zoning Board of Appeals	3396

ARLINGTON PUBLIC SCHOOLS 869 MASSACHUSETTS AVENUE

To Reach All School Offices: 781-316-3500

NO SCHOOL ANNOUNCEMENTS: Broadcast on WBZ (1030), WEEI (850), and WCVB-TV (Channel 5). Fire Whistle sounds at 6:30 A.M. for No School at Junior and Senior High Schools, at 7:45 A.M. for No School at the Elementary Schools.

STATE AND FEDERAL

LEGISLATORS

Office	Phone Number
Senator Robert Havern (4th Middlesex District) Room 513, State House Boston, MA 02133	617-722-1432
Representative Jim Marzilli (23rd Middlesex District) Room 443, State House Boston, MA 02133	617-722-2460
Representative Anne Paulsen (26th Middlesex District) Room 23, State House Boston, MA 02133	617-722-2140
Senator Edward M. Kennedy 2400 J.F.K. Building Boston, MA 02203	617-565-3170
Senator John F. Kerry 1 Bowdoin Square 10th Floor Boston, MA 02114	617-565-8519
Representative Edward J. Markey 5 High Street, Suite 101 Medford, MA 02155	781-396-2900

OTHER PUBLIC SERVICES

Arlington Advocate	781-643-7900
Arlington Boys and Girls Club	781-648-1617
Arlington Chamber of Commerce	781-643-4600
Arlington Historical Society	781-648-4300
Arlington Housing Authority	781-646-3400
Arlington Senior Center	781-316-3400
NSTAR (Emergency)	1-800-592-2000
Keyspan (Leaks)	1-800-231-5325
Center for Mental Health	781-646-7300
ATT Broadband	1-888-633-4266
Jason Russell House/ Smith Museum	781-648-4300
Logan International Airport (Public Info)	617-561-1800
Mass. Bay Transit Authority (Route Info)	617-222-3200
Mass. Water Resources Authority (24 Hour Emergency)	617-727-5274
Middlesex County Offices	617-494-4000
Minuteman Regional High School	781-861-6500
Post Office (Arlington Center)	781-648-1940
RCN	781-316-8800
Registry of Motor Vehicles	617-351-4500
Skating Rink	781-643-4800
Visiting Nurse and Community Health	781-643-6090
Whittemore-Robbins House	781-316-3260
Youth Consultation Center	781-316-3255

ARLINGTON INFORMATION

INCORPORATION The Town of Arlington was originally settled in 1635 as a village under the name Menotomy. In 1807, the Town and a section of what is now Belmont were set off from Cambridge and incorporated as West Cambridge. In 1867, the name was changed to Arlington in honor of the heroes buried at Arlington National Cemetery in Arlington, Virginia.

POPULATION

1970 (Federal Census)	52,720
1975 (State Census)	50,223
1980 (Federal Census)	48,219
1985 (State Census)	46,465
1990 (Federal Census)	44,630
2000 (Federal Census)	42,389

LOCATION Arlington is situated six miles northwest of Boston, in latitude 42 degrees 25 minutes north, longitude 71 degrees 09 minutes west. The Town is bordered on the north by Winchester, on the east by Medford and Somerville, on the south by Cambridge and Belmont and on the west by Lexington.

ELEVATION The Town elevation above mean tide ranges from a low of 4 feet to high of 377 feet. Elevations include 10 feet at Massachusetts Avenue and the Cambridge line, 48 feet at Massachusetts Avenue and Pleasant Street, 155 feet at Massachusetts Avenue and Park Avenue, 281 feet at Crescent Hill Avenue and Park Place, and 377 feet at Park Circle and Eastern Avenue.

AREA Arlington covers 3,517.5 acres or 5.5 square miles of which 286.2 acres are covered by water. There are 158.27 acres of parkland owned by the Town and 52.25 acres under the control of the Metropolitan District Commission. Just over fifty-nine acres of the land area are devoted to cemeteries.

FORM OF GOVERNMENT The Town of Arlington is governed by the "Town Manager Act of the Town of Arlington, Massachusetts", the "By-Laws of the Town of Arlington", and Massachusetts General Laws Chapter 43A, "Standard Form of Representative Town Meeting Government". The executive branch is made up of a five-member Board of Selectmen elected at large. The Board hires a professional manager to administer the daily operations of the government. The legislative branch is a Town Meeting made up of 252 representatives, elected from each of the twenty-one precincts in Town. Arlington is also a member of the 7th Massachusetts Congressional District, 4th Middlesex State Senatorial District, and the 23rd and 26th Middlesex State Representative Districts.

INFRASTRUCTURE There are 95.27 miles of public streets and town ways, 24.36 miles of private streets open for travel, 6.11 miles of state highways and parkways, and 3.24 miles of paper streets. The permanent water system consists of 131.43 miles, and the sewer system consists of 117.37 miles. There are 77.37 miles in the Town's storm drain system, and the Town maintains 3,698 catch basins. There are 104.09 miles of permanent sidewalks and 92.31 miles of curbing.

TRANSPORTATION Arlington is bounded on the south by Route 2, a major transportation route allowing access to Boston and the western part of Massachusetts. Arlington is also a short distance from Interstate Routes 93 and 95. Other major routes that go through the town are Routes 2A and 3. Public transportation is provided through the Massachusetts Bay Transit Authority (MBTA) servicing the Greater Boston area with bus service and a subway system. Closest access to the subway system is through the Alewife Station located just over the Arlington border in Cambridge.

EDUCATION The Town of Arlington operates an excellent school system with seven elementary schools, one middle school, and Arlington High School. The elementary schools are: Bishop School, 25 Columbia Road; Brackett School, 66 Eastern Avenue; Dallin School, 185 Florence Avenue; Hardy School, 52 Lake Street; Peirce School, 85 Park Avenue Extension; Stratton School, 180 Mountain Avenue, and Thompson School, 70 North Union Street. The Ottoson Middle School is located at 63 Acton Street. Arlington High School is located at 869 Massachusetts Avenue.

NOTES

REFERENCE
ROBBINS LIBRARY

